

MANAGEMENT DEVELOPMENT OF JUNIOR OFFICERS IN THE SA ARMY

by

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DECLARATION

I, the undersigned, hereby declare that
The work contained in this assignment
is my own original work and that
I have not previously submitted it at any
university for a degree.

Date :17/11/99.....

SUMMARY

Guided by the transformation process of the Public Service, the SA National Defence Force (SANDF) transformation process, based on the Leadership, Command, and Management Philosophy (LCAMPS-model), was launched on 27 April 1994. The SA Army as component of the SANDF, requires skilled commanders and leaders to manage in the future.

A lack of management content was observed in the development training of junior officers in the SA Army. This study is aimed at investigating the alleged insufficient management development of junior officers during their training in the SA Army.

A study of the theory of management and the development thereof is undertaken. This is supplemented by a quantitative analysis of the actual job descriptions, performance evaluation and development training of junior officers in the SA Army.

After comparing the theory with practice, it was found that current development training of junior officers does not sufficiently include management functions and skills.

The present training must be changed to include management development, for junior officers to act as future managers.

OPSOMMING

Gerig deur die transformasie proses van die Openbare Diens, was die SA Nasionale Weermag transformasie proses, gebaseer op die Leierskap, Bevel en Bestuursfilosofie (LCAMPS-model), geloods op 27 April 1994. Die SA Leër, as komponent van die SANW, benodig bekwame bevelvoerders en leiers om te bestuur in die toekoms.

'n Gebrek aan bestuursinhoud is waargeneem in die ontwikkelings-opleiding van junior offisiere van die SA Leër. Hierdie studie is gerig op die ondersoek van die beweerde onvoldoende bestuursontwikkeling van junior offisiere tydens hulle opleiding, in die SA Leër.

'n Studie van die teorie van bestuur en die ontwikkeling daarvan is onderneem. Dit is aangevul deur 'n kwantitatiewe analise van die werklike posbeskrywings, prestasie- evaluasie en ontwikkelingsopleiding van junior offisiere in die SA Leër.

Na vergelyking van die teorie met die praktyk, is bevind dat huidige ontwikkelingsopleiding nie voldoende bestuursfunksies en- vaardighede insluit nie.

Die huidige opleiding moet verander word om bestuursontwikkeling in te sluit, vir junior offisiere om as toekomstige bestuurders op te tree.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

The greatest power the South African National Defence Force, as a Defence Team has, is the ability to envision its own destiny and to change itself. Drastic changes in its environment call for fundamental change. This implies innovative ideas that defy traditional thinking (De Vries 1996: 1).

In South Africa the Department of Defence, (henceforth the Department) and in particular the South African Defence Force, was instrumental in implementing the policies of the apartheid government. It therefore differed from democratic countries in that it was involved in the political process. The 1994 change of government led to a complete transformation of the Department. Amongst other things, this implied the integration of seven different armed forces, the South African Defence Force (SADF), Umkhonto we Sizwe (MK), Azanian People's Liberation Army (APLA) and the defence forces of the Transkei, Bophuthatswana, the Ciskei and Venda. It also required the integration of different military, leadership, command, management and social cultures.

Because South Africa's previous enemies had become her allies, the military threat was significantly reduced. An aggressive defence machine designed for an external and internal threat was no longer required. In addition, Government's spending priorities have shifted, as other demands, such as housing, health, employment and security, have gained preference in the country.

The transformation of the Public Service as a whole, as set out in the White Paper on the Transformation of the Public service and other Transformation documents, has strengthened the change imperative for the Department (Department of Defence 1996: 1-4). It therefore had to undergo large-scale

transformation to change its design, size and focus to match the present strategic environment.

Despite the fact that planning for transformation of the Department started prior to the April 1994 election and gained momentum in May 1996 after the initial integration of the seven armed forces, the transformation of the Department is not a process with a clear beginning and end. The Department had until May 1999 to provide the RSA with an adequate, appropriate, affordable and accountable defence department. If it had not succeeded in completing its transformation before that date, it was required to be at least “irreversibly en route” to an integrated and equitable Defence Force (De Vries 1996: 2).

Transformation is a multi-faceted approach to change that affects the entire Department. It not only impacts on design, size, structures and processes but also on the manner in which the Department is managed and directed.

The initial phase of the transformation of the Department focused on an as-is analysis and unfreezing of the Department in order to prepare for the design of the envisioned transformed Department. By making use of the Burke Litwen Model of organisational performance, an organisational diagnosis was done of the then SADF (Department 1996: 1-4). The transformational variables leadership, command and management were identified, which led to the selection of the transformation model of the Department, namely the philosophy of leadership, command and management (hereafter the LCAMPS-model) (Department of Defence 1996: 1-5). This philosophy therefore provides the basic guidelines for the development of doctrines, practical methodologies, practices and procedures of the future Department.

It was initially agreed that the then SADF standards would form the basis for the integration of the seven armed forces into the newly established South African National Defence Force (SANDF). Although this gave some assurance to

members previously from the SADF, the transformation process had an impact on the organisation as a whole and in particular on the SA Army, as the largest component. Approximately 90 000 soldiers had a traumatic impact on their lives. The virtual overnight integration of seven armed forces literally meant that soldiers who were adversaries at 23:58 on the night of 26 April 1994, became colleagues at 00:01 on the morning of 27 April 1994.

Previously diverse viewpoints, attitudes and opinions were thrown together under the overriding culture of the new SANDF. The measures aimed at the empowering of previously non-statutory force members (MK and APLA) led to opposition from previously statutory force members (SADF and TBVC countries). Dual training standards, promotion criteria and performance measurement policies contributed to internal friction and unease. The future reduction in numbers and closure of non-viable establishment and structures, as part of the transformation process, inevitably led to fear of loss of employment and redundancies.

Effective transformation in organisations implies a change in the heart and minds of all participants, but also sound management to provide for the dynamics of organisational change. It is an ongoing process and requires the active involvement of skilled managers (Gibson 1994: 695). Considering the nature of transformation as a future-orientated process of change, the members of the organisation should be developed together with the organisation.

As mentioned before, the LCAMPS-model emphasises the development of the three interrelated functions of leadership, command and management. The SANDF, and in particular the SA Army, will therefore need skilled commanders and leaders to manage the complex processes of change. Training in the management of change and diversity, will be especially important (Department 1996: 2-8).

The junior officers of the SA Army are the senior officers of the future. Management of change thus rests not only on the shoulders of the current leaders or commanders but also on those of the future leaders and commanders.

The researcher's observations have indicated that while training curricula have individual aspects of leadership and command, they seem to lack management content. For the purpose of this study curricula and other official documentation will be analysed to determine whether these observations can be confirmed.

1.2. AIM AND RESEARCH QUESTION

The aim of this study is to evaluate the management development of junior officers in the SA Army. The question addressed in this study is how and to what degree junior officers in the SA Army are equipped with management skills during their management development training.

1.3. HYPOTHESIS

The study is based on the assumption and observation that the development of management skills of junior officers in the SA Army during official training courses does not receive as much attention as the development of leadership or command. The level of training is therefore insufficient for the development of management skills at junior officer level.

1.4. METHODOLOGY

This study accepts the Burke-Litwen model as theoretical foundation for the philosophy of leadership, command, and management (LCAMPS-model). It also acknowledges the LCAMPS-model as containing the fundamental principles that provide clear guidelines for the transformation of the Department. The study will concentrate on junior officers of the SA Army, as future leaders and commanders in the largest component of the Department.

Within these parameters, the study is based on a quantitative analysis of the potential for management development during the training of junior officers in the SA Army. It focuses upon the real-life expectations and training of lieutenants and captains, who are confronted with the realities of management in the SA Army.

The introduction to this study describes the transformation process of the Department, its history and impact on future management.

In Chapter 2 a review of the literature on management and the role of training during the development of management, is undertaken.

Chapter 3 entails a quantitative analysis of the situation in which the junior officers function and provides insight into their job descriptions, their performance appraisal, and their formal training.

In Chapter 4 the potential for management development of junior officers during their training is evaluated. It also highlights the problem that led to this study, namely an apparent lack of the development of managerial skills at lower management level.

Chapter 5 contains findings and recommendations for action by the SA Army, and for future research.

The transformation of the SA Army as the largest component of the SANDF, is a far-reaching and complex process, which includes the re-engineering of operating procedures and processes. Given the specific military nature of the Defence environment, it is vital to ensure effective and efficient development of management, as lives are at stake.

CHAPTER 2

MANAGEMENT AND THE DEVELOPMENT THEREOF

2.1. INTRODUCTION

Management in any organisation is vital for the reaching of goals and objectives and ultimately for the survival of the organisation. Management development does not just happen as a matter of course and it cannot be left to chance. Very few people become first-rate managers simply because of their experience in one or a variety of positions. For most people the development of managerial ability is a carefully guided process. Management development is therefore a deliberate process. It will flourish in an organisation where top management believes in it, and rewards it. It will flourish under the guidance of skilful leaders who are respected and who are able to guide and assist other managers in the organisation in becoming competent and dedicated in developing their own subordinates. Management development involves sound selection procedures, organisation and manpower planning, performance evaluations, reviews and appraisals, and day-to-day guidance and counselling. It also involves planned learning experiences including courses, seminars, workshops, and individual reading programs. Through training, people can be made aware of their individual strengths and developmental needs. Educational courses, when properly designed and presented, can give people the kind of experience that will help them learn quickly and easily when back on the job (Watson 1988:2).

2.2. AIM

The aim of this chapter is to provide a framework of the theory concerning management and the development thereof. In this chapter management and public management in particular will be defined. In addition, the functions and skills of public managers will be identified and discussed. The need for management development as well as approaches to such development will follow with specific emphasis on the role of formal training in management development.

2.3. LEADERSHIP AND MANAGEMENT

Cognisance is taken of the debate regarding leadership or management and the application of the two functions. For the purpose of this study, the emphasis will not be on choosing between leadership and management. No attempt will be made to indicate whether any specific approach to management or leadership, such as transformational leadership or management by objectives, is valid or not. This study will focus only on public management within the context of the LCAMPS-model of the Department of Defence.

2.4. TOWARDS DEFINING MANAGEMENT

There are as many definitions of management as there are authors on the subject. There is however, a golden thread that runs through all these definitions, namely the achievement of objectives. Management can therefore be described as the process that is followed to achieve the organisation's goals (Avolio and Bass, 1990: iii).

The LCAMPS-model, as illustrated in Appendix A, has public administration as the central approach to all three concepts of leadership, command and management. Schwella in Fox et al (1991:2) defines public administration as a system of processes within a specific society as environment, aimed at the formulation and execution of an appropriate governmental policy. It is the study or the activities of the public organisation as a whole and contains the integrated concepts of management, leadership, and directing as practised in public institutions. Starling (1986:7) includes the following topics in public administration:

- Political, social and economic environments.
- Policy analysis.
- Managerial processes.
- Analytical tools.
- Individual, group and organisational behaviour.

Schwella et al (1996:5) continued by stating that public management is an intrinsic part of public administration and focuses on the relationship between public management functions, skills and techniques and the resources used to achieve organisational goals and objectives.

2.5. PUBLIC MANAGEMENT FUNCTIONS

A large number of approaches to public management exist. This study is based upon the public management model of Schwella, as depicted in Appendix B. The model accepts the fundamental premises of the contingency approach to management. The contingency approach is based upon the open systems theory and emphasises the importance of the environment for the theory and practice of management. The model indicates the functions of public management as policy making, planning, organising, leading, control and evaluation.

2.5.1. Policy making

Public policy is described by Jones in four distinct phases; specified means to the achievement of goals, authorised means to achieve goals, specific actions taken to implement programmes and the measurable outcome of programmes (Fox et al 1991:27). Dye provides another definition of public policy as "whatever government choose to do or not to do" (Fox et al 1991:27).

The policy process is a complex set of events that determine what actions government will take, what effects those actions will have on social conditions and how those actions can be altered if they lead to undesirable outcomes. The fact that a specific policy has been adopted by a government, and a policy statement produced, does not imply that the process is complete. The policy must still be implemented and the resulting outcomes of such actions assessed. Policymaking is therefore a continuous process without a distinctive beginning or end (Fox et al 1991:31).

The policymaking process can be divided into various stages which can be distinguished from each other for identification and study, but which are mutually dependent in practice for information and resources to maintain the system. Wissink in Fox et al (1991:33) states the following various activities of policymaking:

- Initiation: becoming aware of a public problem through civic, political or stakeholder action.
- Agenda setting : placing the issues on the policy agenda and determining priorities
- Processing the issue: identifying the problem and the major stakeholders
- Considering the options: identifying the major alternative forms of action to solve the problem.
- Making the choice: selecting an alternative or combination of alternatives from those that have been selected as viable options
- Publication: making the decision public through the media, either formally or informally
- Allocation of resource: budgeting and selecting resources for the implementation
- Implementation: designing and initiating a program of action
- Adjudication: enforcing the policy through administrative and legal means
- Impact evaluation: monitoring results and determining the value of policy action
- Feedback: generating and sending reports to the decision-makers regarding the impact of policy.

Wissink (1991:35) concludes that the need for policy-making capacity amongst public managers is due to an increasing demand for a more professional approach to public management.

2.5.2. Planning

In the public sector it can be argued that planning has to follow after policy-making where policy constitutes a statement of an intention to satisfy a societal need. As such planning is a set of processes, which must be implemented to find the best course of action, which has been identified and described with the policy statement (Fox et al 1991:47). This function includes defining the ends to be reached and the means to achieve the defined ends. The intended outcomes of planning activities may be reflected in the form of formal plans specifying the intended results or they may be reflected in a general agreement among members. Planning involves the analysis and evaluation of alternatives in terms of criteria that follow from the mission goals (Gibson et al 1994: 28).

The process of planning can be viewed in terms of the following;

- Assessing the situation.
- Establishing objectives.
- Forecasting.
- Determining alternative courses of action.
- Evaluating and selecting alternatives.
- Implementing selected plans including linking them to budgets, programs and control measures and
- Evaluating progress with the plan (Fox et al 1991:60).

Without planning, management runs the risk of becoming simply a collection of activities, such as recruiting, monitoring employee performance, compensation and training programs. Under such a view, human resource management tends to be primarily a maintenance and control function. It is less likely to focus on the overall objectives of employee and organisational effectiveness (Tsui 1984: 188).

In order for an organisation to make progress from its current condition to achieve its future objectives, emphasis should be placed on planning activities for the future. Planning establishes the links between the organisation's overall

strategies and its human resource strategies. It concerns the integration of all human resource decisions into a coherent overall human resource strategy. Additionally, the manager faces decisions about how to structure the human resource management function, such as whether to employ specialists rather than generalists in various human resource activities, whether to centralise or decentralise the human resource function and the function's role in the organisation (Milkovich and Boudreau 1988:14).

2.5.3. Organising

The organising function includes all managerial activities that translate the planned activities into a structure of tasks and authority. It therefore entails the designing of responsibility and authority of each individual task as well as determining which of the tasks will be grouped together, and who will be held responsible for the execution thereof (Gibson et al et al 1994:29).

The organising role of a public manager will vary according to the manager's position. Beach (1985:73-74) identified three levels of management, namely: lower, middle, and top level management. For the purpose of this study, attention will be paid to the lower management level. This lower level of management comprises of supervisors, foremen, first level superintendents, and lower level administrative officials. According to Schwella et al (1996:50) their functions are to instruct and lead employees in job-performance methods and to take action to overcome delays in service delivery. Managers at the lower level have a limited role in selecting their subordinates. They however have well defined disciplinary powers with substantial authority and responsibility in evaluating subordinate employee performance. They are responsible to organise the work and workers participation in such a manner so as to ensure that goals and targets are met. This entails deploying the right employees at the right times and the right places, thus ensuring continuous, effective and efficient service production and delivery.

2.5.4. Leading/Motivating

This function involves the manager in close day-to-day contact with individuals and groups. The leading function is therefore uniquely personal and interpersonal. Gibson et al (1994:30) states that managers must take into account the unique perceptions and behaviours of individuals, and somehow direct them towards common purposes. It is thus not surprising that the overwhelming bulk of research on organisational behaviour relates to the function of leading or leadership.

Leading in the public sector is not merely a matter of choice. According to Schwella et al (1996:52) leadership in public institutional settings requires the ability to adapt with ease to rapid changes, teamwork, temporary structures and personnel mobility as well as participate decision-making. Emphasis is currently placed upon the transformational leadership approach, which focuses attention on vision and uses emotional and spiritual resources to motivate and mobilise the organisation's people. Schwella et al (1996:55) continues by stating that transformational leadership involves the following abilities:

- Creating and communicating vision and purpose.
- Strategic, versatile thinking and planning.
- Facilitating peer, subordinate, and team development.
- Protecting individuals from destructive forces.
- Seeking and communicating consensus between groups.
- Specifying philosophy, values and creating culture, and
- Creating insight.

This approach to leadership serves the public manager by combining ideals of giving inspired direction and by providing individual motivation to achieve objectives (Schwella et al 1996:55).

2.5.5. Controlling / Evaluating

Effective management involves periodic measurement of results. Actual results are compared with planned results (the objective) and changes must be made if deviations exist. Some system of control and evaluation is needed to make sure that the actual results are consistent with the results planned for when the decisions were made (Nutt 1989:102). Thomas and September (1988:388) agree that the controlling function includes activities which managers undertake to ensure that actual outcomes are consistent with planned outcomes. Managers execute control in order to determine whether intended results are achieved. The evaluating and controlling function involves explicit consideration of effectiveness, with regard to performance of individuals, groups, or the organisation as a whole. The main purpose of this concept is to recognise that once a plan is in motion, a mechanism to check the progress of the plan will be required. Managers need to be able to devise criteria for performance evaluation, based on objectivity, goals, and formal standards. (Also see Schieman 1983: 53).

2.6. PUBLIC MANAGEMENT SKILLS

In order to be able to perform the functions of management, a manager requires certain skills. Referring again to the public management model of Schwella, as per Appendix B, these skills are depicted as decision-making, communication, management of change and conflict as well as the art of negotiation.

2.6.1. Decision-Making

Managers are involved in individual decision-making to reduce problems and reach solutions. Managers are also involved in decisions made within the context of groups. Lau and Shani (1992:140) continued by stating that decisions are commitments to actions. Whether individual or in a group, managers require the skills to make rational decisions. Schwella in Fox et al (1991:229) argued that decision-making involves decisions regarding the allocation of limited resources. It requires a trade-off and objectivity in formulating strategy. Gibson et al (1994:608) agrees and adds that decisions should be thought of as

means rather than ends. Decisions are the organisational mechanisms by which an attempt is made to achieve a desired state. As such decisions are viewed as organisational responses to organisational problems. Events and developments can impede the assumed orderliness of the organisation's decision process: interruptions in production, scheduling delays, timing delays, speed-ups, compression and failures. In sum, organisational decision making does not ordinarily occur in the neat linear order that complete rationality dictates. Instead, it is erratic, cyclical and political. Its process can potentially be reversed with certain phases even skipped. The process is likely to be more effective if decision-makers are ready, willing and able to move backward as well as forward in their efforts (Bass and Avolio 1994:108). Also see MacCrimmin in McGuire (1974: 72).

In order to be able to arrive at a well-considered decision, managers must be able to identify problems as either being an opportunity, crisis or a routine problem. Crises and routine problems present themselves and must as such be attended to by managers. Opportunities, on the other hand, must usually be found and often go unnoticed. The key issue is thus for managers to be able to draw attention away from crises and routine problems and toward longer-range issues, through planning and actively pursuing new opportunities (Gibson et al 1994:610).

Before any decision is made managers must develop feasible alternatives and consider the possible consequences of each alternative. Developing alternatives is in essence a search process, and as Schwenk (1988:89) indicates, only managers with creativity will succeed in identifying detailed and varied alternatives.

Once alternatives have been developed, they need to be evaluated and compared. The objective is to select an alternative that will produce the most favourable outcome. Once the decision has been made, the manager must be

able to transform such solution into behaviour in the organisation. This is done by effective communication with subordinate individuals and groups (Schwenk 1988:91).

Many management decisions are made within the context of a group. Managers require the necessary knowledge of specific techniques that will enable them to increase the benefits of group decision making. These techniques may include activities such as brainstorming, the Delphi-process, nominal group technique or participative management. Irrespective of the specific technique, decision-making is a responsibility shared by all managers regardless of their functional area or management level. Managers are confronted on a daily basis with decision that shape the future of their organisation as well as their own futures. Some of these decisions, especially on the tactical level of the junior officer, may have a strong impact on the intended outcome of the course of action. Gibson et al (1994:623) concluded that the quality of decisions is the yardsticks of managerial effectiveness.

2.6.2. Communication

Finding an aspect of a manager's work that does not involve communication would be extremely difficult. The question therefore is not whether managers engage in communication, but whether they communicate well or poorly. Every manager must be a communicator.

Dale and Galle (1988:66) defined effective communication as the result of a common understanding of the transmitted information between the communicator and the receiver through the use of common symbols. These symbols may be written, verbal or non-verbal, i.e. facial expression, gestures or body language.

The design of an organisation provides for communication in four directions: upward, downward, diagonal and horizontal. From this viewpoint, Lau and Shani (1992:286) argued that communication networks can be quite complex and the

potential exists for the creation of barriers to understanding. In order to minimise the various barriers to communication, managers should endeavour to improve their communication skills with regard to listening and speaking. They need to become “active listeners” with an understanding of the barriers to effective listening, such as motivation and attitude of lack of concentration. Kruger (1982:7-287) continued by stating that managers must learn the methods and techniques available to overcome communication problems.

To alleviate the numerous barriers to communication in organisations, managers should be skilled in the ability to follow up on their messages, regulate information flow, and utilise feedback. Managers must develop empathy, utilise message repetition, and encourage mutual trust. By simplifying their language and effectively timing the delivery of their message, they will be able to ensure effective communication (Gibson et al 1994:598).

2.6.3. Management of Change

Schwella in Fox et al (1991:165) stated that survival is of vital importance to organisations and only becomes possible when the organisation is able to adapt to a changing environment. In the context of public management, the responsibility of anticipating change and altering the behaviour of individuals accordingly rests with the manager.

Schwella continued by stating that changes within an organisation demand a person or persons who assume the responsibility of managing the change process within the organisation, or so called change agents. These change agents can be outside specialists or consultants, used to provide assistance and advice during major organisational change. Internal public managers may also be used to act as change agents. These public managers from within the organisation may be more cautious and thoughtful than outside experts, as they are aware of the culture, limitation and environment of the organisation and they

will remain in the organisation after the changes have been implemented (Fox et al. 1991:164).

Any attempt to change behaviour or structural processes within an organisation is bound to meet with resistance. The intended change will challenge the status quo and will create uncertainty and ambiguity. Schwella in Fox et al (1991:167) describes planned change as consisting of three stages:

- Unfreezing: aimed at increasing the awareness of the need to change. The status quo is disturbed by the reduction of the strength of current attitudes, behaviours and/or values.
- Changing: reflects the action-orientated phase. Developing new attitudes, behaviours and/or values brings about explicit changes.
- Refreezing: stabilises the change that has been brought about. The new state, which has been reached, becomes the status quo and must be sustained.

Some of the techniques to bring about change are behaviour modification, the managerial grid, non-directive counselling, sensitivity training, survey feedback, team building and Transactional Analysis (Fox et al 1991: 172).

2.6.4. Conflict Management

According to Robbins (1974:67), conflict is unavoidable in organisations. It may be positive or negative, depending on its impact on the organisation's goal achievement. Robbins argued that functional conflict represents a confrontation between groups that enhances and benefits the performance of the organisation. Disfunctional conflict, however, results from a confrontation or interaction between groups that hinders the reaching of organisational goals. Conflict results from factors such as work interdependence, differences in goals and/or perceptions and the increasing demand for specialists.

Managers are faced with the difficult task of diagnosing and managing conflict. Techniques for resolving inter-group conflict include problem solving, superordinate goals, changing the structure or changing the organisational culture (Gibson et al 1994:361).

2.6.5. Negotiation

Negotiation is a process that is widely used, although it is a less recognised method of managing conflict. It can be called a collaborative pursuit of joint gains and effort to create value where none previously existed. Managers involved in negotiation can employ a countless number of specific negotiation techniques. These include joint problem solving, power of competition or third party interventions. Different situations call for different tactics. A manager should be aware of the options available and strive to understand the rationale behind the options (Gibson et al 1994:351).

2.7. MANAGEMENT DEVELOPMENT

Management requires a professional and practical effort at reaching organisational objectives efficiently. As such, Schwella in Fox et al (1991:5) stated, it requires not only theoretical knowledge but also practical skills in management.

2.7.1. Defining Management Development

Management development can be described as the process by which managers gain the experience, skills, and attitudes to become or remain successful leaders in their organisations. Management development is designed to reduce obsolescence and to increase employee satisfaction and productivity (Ivancevich and Gleuck 1989:588). In addition, Schwella et al (1996:68) defined management development as the systematic process of training and growth by which individuals obtain and apply knowledge, skills, attitudes and beliefs to manage work effectively. It is therefore a future orientated approach of anticipating organisational needs while at the same time allowing for individual growth and

development. Management development can therefore be linked to career management.

Mumford (1994:4) stated that management development attempts to improve effectiveness through a learning process. It is important to recognise that the prime purpose of management development is effective managerial behaviour. An “effective” manager is one who does the right things the right way – and it is the emphasis on the “doing” which is the key feature. Unless the necessary features of what managers should do, compared to what they actually do, and what proportions of emphasis are appropriate in different situations, are recognised, the purpose of management development will be badly aligned. Also see Bass and Avolio (1994:10) and Vroom and Yetton (1973:17).

2.7.2. Approaches to Management Development

Watson (1988: 6-13) listed the following as the most important reasons for training and development of managers.

- **The manager’s environment is changing.** Management development should help managers to recognise and adapt to change.
- **The need exists for developing technical specialist to become general managers.** As a manager, a person is a facilitator who gets things done through others. To gain work satisfaction in this role, he must learn to enjoy influencing others and getting them to perform the work to be done.
- **Younger managers must be developed sooner.** In recent times, people are judged, rewarded, and promoted more on the basis of their ability to accomplish tasks and reach predetermined objectives efficiently than on who they are and how long they have worked for the organisation. In future, ability will become more valued than years of experience.
- **Professional managers are needed in all sectors of an organisation.** The need for managers is recognised by most large organisations such as government agencies and institutions. The number of proportions of people employed by the public service has grown enormously. The need for

continuing management development in the public sector is therefore important because of the large number of people employed in this sector.

- **Behavioural changes are required.** It is unrealistic to believe that management training can dramatically alter personalities and ingrained habits overnight. However, training can be the beginning of behavioural change. Management training can begin to broaden the manager's vision and understanding in preparation of additional responsibility. It can provide the individual with the latest information on business theory and practice. The training will stimulate a more creative and innovative approach to problem solving and decision-making.

Schwella et al (1996:70) differentiated between methods in the work situation and outside of the work situation. The following methods exist outside the work situation:

- **Formal Training Courses for Employees.** These include formal training courses and conferences.
- **University-Based Management Development Programs.** These include short courses and programs. It should however be noted that certain institutions also encourage managers to enrol for formal diplomas and degrees at tertiary institutions.
- **Organisational Training Institutions.** These institutions are established by large public and private sector organisations to provide management training to their own and other managers. Developing managers may enrol for these courses, usually at a fee.

Schwella et al (1996:69) also identified the following methods of development, which take place within the work situation:

- **Coaching or Mentoring.** Lau and Shani (1992:451) agreed by stating that a mentor relationship allows the mentor to demonstrate expertise and knowledge by advising, counselling or helping younger individuals within the organisation to develop skills and talents.

- **Understudy Assignment**, during which the junior employee learns the manager's work by performing management tasks for short periods, for example as assistant.
- **Job Rotation**. During job rotation the experience of the manager is exposed to other knowledge and activities.
- **Committee Assignments** enable developing managers to share in managerial decision making, to investigate organisational issues and to learn by watching others in the group.

For the purpose of this study, emphasis is placed on formal training as method of management development. Training is defined by Milkovich and Boudreau (1994:490) as a systematic process to foster the acquisition of skills, rules, concepts or attitudes which result in an improved match between employee characteristics and employment requirements. Milkovich warns that training programs too frequently occur because a few people decide a particular program is needed or that the latest training fad can be sold to top management.

Training is a vital competitive weapon for organisations as well as an investment that must prove its worth. Many studies suggest that top management commitment is a key to success for management programs, and this is true to training as well. Such support flows from showing that training is clearly linked to organisational objectives. Organisations that do training well link their training directly to organisational goals. These organisations integrate training with a systematic set of human resource activities, which include aspects such as job design, job description and performance evaluations (Milkovich and Boudreau 1994:493).

2.7.3. Planning Management Development

Planning depends on the quality of the basic data. Certain preliminary activities have to be carried out to provide the data on which all management development planning is based. Job classification based on content is usually first introduced

primarily for determining salary scales. It is, however, equally important to management development, providing a ready common language to describe jobs, according to content. In doing so, the required knowledge, skills, and attitudes are listed, as well as what the employee must be able to do. This provides the management development agent with sufficient data in order to plan the degree of management development required as well as areas to concentrate on (Mumford 1994:24). Also see Latham and Saari (1979:239).

Performance appraisal has also been devised for the purpose of providing a basis for differentiating rewards. Appraisal systems should, however, also serve to ensure a regular recording of achievements on the job. This would over a period of time provide an indispensable foundation for management development. Management development aims at improving performance, and if predictions about the future are not firmly rooted in what the manager actually delivered against what was expected of him as per job description, the whole exercise will fall into disrepute (Mumford 1994:24). Also see Brown (1991:10).

The result of the study of job descriptions and performance evaluations provides a system of development lists. Such a system contributes to management development by providing the raw material for basic planning comparisons and likely future needs. These lists highlight training and development needs (Mumford 1994:25).

These are the basic elements in a management development planning system. It is a system in the sense that it is a series of regular tasks, which highlights the shape of the present situation and points to potential problem areas (Mumford 1994:31). According to Prieve and Wentorf (1970:235) the analysis of training requirements must be part of the ongoing process of managing human resources, it must be linked through the organisation's human resource plans to the skills required, to the jobs performed (job analysis) and the individual employees (performance evaluation). Also see Jones (1984:86).

The comment made by Monroe J. Rathbone, former President and Chairman of the Board of Standard oil of New Jersey, is typical of the belief held by corporate leaders, that management development is crucial to their organisation's success: "One of the most important jobs of any executive of any branch of our business, either our affiliated companies or any of our departments, and right up to the board level and the chief executive level, is to perpetuate the best possible quality of management, because a corporation has an unlimited life, and its success is heavily dependant upon the quality of its management. Management turns over, dies, and goes to other places, so that you have to keep it moving, keep it alive, keep it effective. And this doesn't just happen. Certainly 15 percent of the time of most of the higher executives is spent developing people, identifying people, planning for their future development "(Watson 1994: 13).

2.8. SUMMARY

The public management model of Schwella provides a clear set of management functions and skills performed by the public manager. It becomes clear that public managers must be able to determine required actions during policy making decisions, plan and organise the execution of the intended actions, lead his subordinates through these actions and continuously evaluate and maintain control to ensure the intended outcome. Managers need to be skilled in management of change and conflict. It is vital for managers to be able to communicate and negotiate, to develop shared vision and culture and to overcome resistance to change when needed.

Management development, defined as the process by which managers gain their management skills, can take place either outside or within the work situation. Training, as a formal development method, depends on the intention of the organisation but should be directly linked to management, which is the process of reaching the organisational goals and objectives. In order to ensure effective management development / training as part of career development, aspects such as job descriptions and performance appraisals should form part of the planning

process. Expectations with regard to management performance and skills must be reflected in the content of the training courses. Only by ensuring such a link, will the organisation be able to satisfy its future managerial needs and objectives.

In the following chapter the job descriptions of a number of junior officers will be analysed in order to determine their managerial responsibilities as well as the management skills and knowledge required when performing their tasks. This will provide insight into what they should be able to do, on a daily basis. In addition, a study will be undertaken of the performance evaluation criteria applicable to junior officers in the SA Army, to establish the organisational expectations regarding officers at the lower management level. Lastly the content of the prescribed formal training courses of junior officers in the SA Army will be examined to determine the management development value thereof.

CHAPTER 3

MANAGEMENT BY JUNIOR OFFICERS IN THE SA ARMY

3.1. INTRODUCTION

In Chapter 2 it became apparent that the effective development of managers plays a major role in the future survival and growth of any organisation. The greatest single asset of any organisation such as the SA Army is the people employed by it. If such an organisation wants to achieve its aim, the available manpower must be utilised fully and the posts filled by the most competent persons (SANDF 1997:1).

Kruger (1982:1-21) defined military management as the planning, directing and controlling of the efforts of a group of individuals who are working towards a common goal. This definition is confirmed by the LCAMPS-model, which defines management as the decisions and actions involved in bringing people and other resources together to achieve a specific purpose (Department of Defence 1996:2-3).

The LCAMPS-model identifies the following three distinct levels of military management, namely:

- **National Strategic Level.** Management is involved in deciding on the mission and objectives of the Department, based on strategic guidelines and policies. This level of management involves senior officers at Defence Headquarter level.
- **Operational Strategic Level.** The management focuses on the development of action plans and programs for physical service delivery and provision of the required resources. These action plans are normally made by middle to senior managers, at Army and Command Headquarter levels.
- **Tactical Level.** The management at this level is involved in the specific tasks that need to be carried out. The focus is on service delivery and the

norms, standards and criteria that apply to the resource conversion into output. This level is particularly important, as this is where the junior officer operates as manager (Department of Defence 1996:2-4).

In order to determine the current level of managerial content in the training of junior officers, it is important to take a closer look at which managerial abilities are expected of them. According to Schwella et al (1996:75) job descriptions and specifications can be used to compare present skills, knowledge and attitudes of employees to the necessary attributes. Performance appraisals contribute by providing the standard against which actual job performance can be measured. The gap – if any – can then be supplemented by selected development.

3.2. AIM

The aim of this chapter is to describe the managerial abilities of junior officers in the SA Army. It focuses on their training, responsibilities, and performance evaluation with regard to management and provides the local circumstances in order to be able to evaluate the management development of junior officers during their training.

3.3. JOB DESCRIPTIONS OF JUNIOR OFFICERS IN THE SA ARMY

3.3.1. Introduction

The design and evaluation of jobs have been recognised in the field of management and organisational behaviour for its critical role in the individual and organisational effectiveness. When considering work, it is envisioned as the performance of a specific set of duties or tasks. However, according to Lau and Shani (1992:317), work and jobs actually mean much more than mere duties or tasks allocated to an individual. They involve varying degrees of responsibility, require a variety of skills and knowledge. They also vary in their degree of autonomy, their perceived importance and their context, and are a distinguishing managerial and organisational feature.

3.3.2. Required Abilities and Responsibilities of Junior Officers

In order to determine the degree of management required at lower management level in the SA Army, a quantitative study of sixteen job descriptions of junior officers at Natal Command Regional Headquarters was undertaken (see Appendix C). The public management model of Schwella, as described in Chapter 2, provided a framework for analysis against which the tasks and responsibilities of the job descriptions were compared to identify management functions and skills. The sixteen officers identified for the purpose of this study represent all the junior officers of all the staff functions at Natal Command Regional Headquarters. As all nine regional headquarters of the SA Army, as well as the SA Army Headquarter Unit, have similar structures and job descriptions, it is assumed that the members identified as the study group, could be an indicator of all junior officers at headquarters level in the SA Army. In addition, it is assumed that members at headquarters level are to a large extent involved in execution of staff functions, in contrast to their peers at operational and/or training units, who are mainly involved in line function activities. Although no scientific proof exists for these assumptions, a reasonable deduction could be that the sixteen job descriptions analysed provide a realistic picture of the job descriptions of the junior officers in the SA Army at headquarters level, who act as lower level managers.

The quantitative study was done by analysing each job description in terms of:

- The total number of tasks and responsibilities allocated to the member
- The number of tasks that require management functions or skills, as defined in the public management model.

The result of this analysis can be seen in Appendix D. A total of 407 tasks were identified, of which 280 tasks or 68,8% were identified as management related.

The results enabled the author to determine that 68,8 % of all tasks and responsibilities of the junior officers at Natal Command Regional Headquarters,

require either a management function or skill. The author used the totals of such functions or skills required to identify a priority list ranging from most important to least important management tasks required. It is therefore deducted that junior officers are primarily required to manage by means of control and evaluation, whilst they are rarely required to manage by negotiation.

3.4. PERFORMANCE EVALUATION OF JUNIOR OFFICERS IN THE SA ARMY

3.4.1. Introduction

Job descriptions provide a framework to the individual of the tasks and responsibilities that the organisation expects of him to perform. It also provides a rigid list of “must do’s” that is not always measurable in term of effectiveness and efficiency. A system of performance appraisal is used in order for senior personnel to determine the degree of compliance with job requirements by junior personnel.

A large organisation requires some means to evaluate or assess people’s performance in order to report to senior personnel on each member’s efficiency and potential. The purpose of performance evaluation in the SA Army is therefore to determine the value or potential of every member of the personnel, to extend and better it for the benefit of the SA Army and the individual himself (SA Army 1997:1).

3.4.2. Defining Performance Evaluation in the SA Army

The term performance evaluation is used to indicate the process of determining the efficiency of personnel by making use of:

- Results of psychological tests (where required).
- Results of achievement rating during training or attendance at courses.
- Results of efficiency rating or merit assessments in the job situation (SA Army 1997:2).

By using the results of the evaluation, timeous information is made available to the senior authority to make decisions on promotion, appointment, placement, training, and development of personnel. The SA Army has laid down the following important objectives:

- The establishment of an objective criterion for promoting personnel to higher rank.
- The determination of the knowledge and proficiency of personnel to ensure effective employment in posts.
- The identification of shortcomings in personnel with a view to remedying them.
- The early identification of potential for higher levels of responsibility in order to equip the personnel concerned with the necessary background and training.
- The consideration of potential, job efficiency and personality of candidates aspiring to certain posts.
- The localisation of deficiencies in the organisation or part thereof, which prohibit personnel from functioning at the optimum level.
- The motivation of personnel towards constant improvement.
- The raising of morale by means of the establishment of a standard rating system on a systematic, consistent, objective and comparable basis (SA Army 1997:3).

3.4.3. How does performance evaluation in the SA Army take place?

Annual performance evaluation in the SA Army is based on the rating of the achievements of personnel in respect of those small observable elements of work behaviour, which are considered to be of critical importance when determining effective and efficient work behaviour. Through experimentation small observable elements of work behaviour, called behaviour elements, have been chosen in such a way that it may be said with reasonable certainty that the

ratings of all persons by way of the behaviour items can distinguish between efficient and inefficient persons (SA Army 1997:5).

The behaviour items have been reduced to fourteen important job-anchored behaviour traits, namely planning, organisation, motivation of people, co-ordination and control, communication, work performance, attitude towards change, emotional control, morale, human relations, knowledge, leadership, decision making and perseverance. In order to ensure that rating is as objective as possible, the elements used in the performance evaluation of all members of the Permanent Force up to and including the senior officer rank of Major, have been categorised into three abilities: managerial ability, job ability and adaptability. (See Appendix E for the performance evaluation proforma currently in use). The efficiency of the member is rated according to these three abilities. Although it may seem that some members only manage and other only have tasks to perform, elements of both exist in each job situation. If a communications officer wants to do his job well, he must be able to plan (i.e. manage), while a platoon commander also continually completes tasks for his superiors. The three abilities are described as follows:

- **Managerial Ability.** This has particular reference to the leading/managing situation as it is projected in the planning, organising, co-ordinating and control of job assignments.
- **Job Ability.** This has particular reference to the job situation itself, for example how efficiently tasks are performed, and how well a person knows his job, how high his morale is, and his perseverance during long hours of work or tedious tasks.
- **Adaptability.** This is concerned mainly with human relations, especially in respect of emotional control, including the person's attitude towards change (SA Army 1997:6).

3.4.3. How does rating take place?

The elements rated consist of behaviour items representing some or other specific activity in the job situation, for example: Compliance with timetables. Each element is rated on a nine-point scale, where 9 represent the most positive and 1 the most negative. In the rating of the element, 9 would thus mean that the person never fails to submit work on time, while 1 would mean that he always fails to do so. Once the rating has taken place, it must give the most accurate picture of the ratee; his strong points as well as areas of weak performance. With this information in hand, the senior officer is able to determine, in conjunction with the junior, the areas where additional attention or training is required (SA Army 1997:8).

As stipulated in the official documentation of the SA Army (1997:1) the process as discussed above aims to ensure that performance appraisals are done in a standardised way for all members. The thirty criteria used to perform such appraisals can therefore be accepted as indicators of the most important performance criteria of the SA Army, and therefore the criteria for evaluation of junior officer performance. By means of a quantitative study of the thirty elements, using the same nine aspects as were used for the analysis of the job descriptions, the author identified sixteen elements that contain management skills or functions (56,6% of the total amount of elements). It can therefore be assumed that 56,6% of the performance evaluation criteria used to evaluate junior officers in the SA Army contain management functions and/or skills. It was further found that, as indicated in Appendix F, that the management functions of planning, leading, control and evaluation, receive the highest priority, whilst negotiation receives the lowest priority.

3.5. SA ARMY TRAINING AND DEVELOPMENT APPROACH

3.5.1. Introduction

Management in the SA Army is strongly rooted in the prescription and principles of public administration, as prescribed by the LCAMPS-model. Managerial skill is

an essential requirement of all personnel at every level of the command chain. It is further essential for all the activities of the organisation. In order to address management during the transformation of the Department, the LCAMPS-model determines that dedicated training of managers at all levels is required to ensure successful implementation of the management philosophy (Department of Defence 1996:2-16).

In terms of Government Gazette 24 November 1995, the SA Army as part of the Department, must become a learning organisation that fully exploits the opportunities for growth, development, and change in the fullest sense of the word. This includes continually investing in knowledge, skills, and competencies of all members through formal training (Department of Defence 1996:4-6).

The implementation of the management philosophy, as part of the LCAMPS-model, will depend upon the following:

- Institutionalisation of the management approach into management processes.
- The application of the principles of management.
- The alignment of standard operational procedures (SOP), orders and instructions with the management philosophy.
- Combined management training for the entire SA Army.
- The dedicated training of managers at all levels (Department of Defence 1996:2-17).

3.5.2. Training Policy of the SA Army

The official training approach of the SA Army distinguishes between the following two types of training:

- **Functional Training.** Functional training is aimed at providing the student with the required knowledge, skills and attitudes to perform his specific function, such as infanteer, chef or engineer. These formal training courses

are presented at the various corps training institutions and are specialised in nature (SA Army 1985:1).

- **Development Training.** Development training is aimed at developing members of the SA Army by equipping them with the knowledge, skills and attitudes regarding leadership, management, communication, labour relations and staff work. These formal development courses are presented on a joint basis at training institutions such as SA Army Battle School and SA Army College and are not coupled to a specific corps. Members, who attend such courses, have the same rank and are compelled to complete the courses, as well as their respective functional corps training, for promotional purposes (SA Army 1985:1).

The aim of training in the SA Army is therefore to equip soldiers with the required knowledge, skills, and attitudes in order to:

- Execute operational tasks; and
- Manage and administer SA Army resources, equipment and personnel (SA Army 1985:3).

For the purpose of this study, development training will be investigated, as functional training differs from corps to corps and even within the corps, according to mustering. It would therefore not be possible to make a clear comparison between the junior officers of the different corps, as their functional training is specialised and directed at their specific tasks.

3.6. DEVELOPMENT TRAINING OF JUNIOR OFFICERS

According to the official training documentation of the SA Army (1985:7), all junior officers in the SA Army have to attend the following two development courses in order to be promoted to the senior rank of major:

- Formative Training Course for Junior Officers.
- All Arms Battle Handling Course.

3.6.1. Formative Training Course for Junior Officers

In order to study the content of the course, a copy of the curriculum presently in use, was obtained (See Appendix G). The curriculum states that the aim of the Formative Course is to furnish officers and candidate officers with the required knowledge, skills and attitudes to serve as officers in the SA Army. The course comprises of the following five modules:

Module A: Theory of Officership

After completion of the course the officer will know the requirements of an officer as determined by the SA Army. He will be able to influence, and guide his subordinates in a well-disciplined and responsible manner (C Army 1996: 2).

Module B: Leadership

The junior officer will be able to command subordinates in terms of the planning, organising, and control of small-scale operations under his command. This includes aspects such as group dynamics, motivation, command functions and the issuing of orders. He will also be able to understand and discuss the transformational leadership theory (C Army 1996: 8).

Module C: Communication

After completing the module, the officer will be able to conform to the requirements of written, verbal and non-verbal communication in any given situation. This will include aspects such as the techniques of effective communication, communication channels, factors influencing effective communication, the Code of Service Writing (CSW), and non-verbal communication aspects (C Army 1996: 12).

Module D: Training

The student will be able to understand and describe the aim of training, the training system of the SA Army, the theory of learning and instruction. He will be able to prepare and present a lecture, taking into consideration aspects such as student- group dynamics, leaning styles, and lecturing techniques (C Army 1996: 17).

Module E: General Military Aspects

The student will be equipped with knowledge regarding the organisation of the SANDF, the functions of the various Staff Units on Chief Army level, as well as the functions of the SA Army. The officer will also be able to discuss career management and personnel administration at unit level (C Army 1996: 21).

After an analysis of these modules by comparing their content to the public management model, it is deducted that Modules A, B and C contain the following aspects that relate to management functions/skills:

- Module A : Theory of Officership
 - Military ethics
 - Fundamental rights
 - Maintenance of morale
- Module B : Theory of Leadership
 - Concepts of leadership
 - Elements and implementation of leadership
 - Group-forming and group-dynamics
 - Basic approaches to leadership
 - Leadership traits
 - Functions of leaders
 - Military command
 - Motivation
- Module C : Communication
 - Theory of communication

- Written communication (military code of service writing)

When comparing these aspects to the public management model, the following management functions and skills appear to be present:

- Module A
 - Management of conflict/change (with regard to the aspects such as ethics, fundamental rights and morale)
- Module B
 - Leadership
 - Management of change / conflict (group dynamics)
 - Planning (orders)
 - Organising (execution of the orders by the group)
 - Decision-making (choice of options)
- Module C
 - Communication

The course block programmes, as per Appendix H, indicate that the thirteen weeks consist of five days per week, with eleven periods per day. This then means that the course consists of a total number of 715 periods. The number of periods allocated to each of the three modules, assumed to contain management content, is therefore as follows:

- Module A : 3 days or 33 periods (4,6% of total instruction time)
- Module B : 20 days or 220 periods (30.76% of total instruction time)
- Module C : 4 days or 44 periods (6.15% of total instruction time)
- Total of Modules A, B and C : 297 periods (41.5% of total instruction time)

3.6.2. All Arms Battle Handling Course

A similar quantitative approach was followed to analyse the All Arms Battle Handling Course curriculum and block programmes (See Appendix I and

Appendix J respectively). The course comprises of the following theoretical and practical modules:

Module A: Corps Battle Handling

Upon successfully completing this module, the student will be able to describe the tasks, functions and application of the following corps:

- Infantry
- Armour
- Artillery
- Signal
- Logistics
- Engineer
- Intelligence
- Technical
- Anti-Aircraft
- Personnel
- Military Police
- SA Air Force
- SA Medical Services (SA Army Battle School 1995:B-1).

Module B: Battle Procedures

This module aims at equipping the student with the practical knowledge and skills to be able to command and control an operation under his command. It includes verbal and written orders as well as radio procedures during the battle (SA Army Battle School 1995:B-2).

Module C: Offensive Warfare

The module comprises of the history of warfare, the phases of a war, the principles and terminology of each of these phases, as well as the application of

the various weapons during each phase and command and control during the attack-phase of Offensive operations (SA Army Battle School 1995:B-5).

Module D: Defensive Warfare

The terminology, principles, and procedures of defensive warfare are addressed during this module. This includes counter-attacks, a fire-plan, and the different types of defensive operations practised by the SANDF (SA Army Battle School 1995:B-8).

Module E: Foreign Weapons and Tactics

This module aims at providing the student with the required knowledge to be able to recognise foreign weapons and tactics practised by other defence forces in order to be able to plan accordingly. It is especially aimed at ensuring understanding of such forces to be able to command them under joint operations, such as peacekeeping operations (SA Army Battle School 1995:B-11):

Module F: Rear-Area Protection Operations

Upon completion of this module, the student will be able to plan, command and control internal operations aimed at stabilising the internal situation, should the need arise. This includes border protection operations, urban operations and operations in conjunction with the SA Police Service (SA Army Battle School 1995:B-14).

Module G: Practical Phase

This module includes the following practical exercises:

- Verbal Orders
- Fire Plan presentation
- Tactical Appreciation
- Forecasting and planning of operations (SA Army Battle School 1995:B-22).

Using the public management model as framework of reference, the course, as described in the curriculum currently in use, was analysed in terms of content. This led the author to the assumption that the following modules contain aspects of management

- Module B: Battle Procedures
 - Aim of battle procedures
 - Time and space appreciation (problem solving techniques)
 - Factors that influence battle planning
- Module C : Offensive Warfare
 - Command and control
- Module G : Practical Phase
 - Tactical appreciation
 - Verbal orders
 - How to communicate a battle plan verbally.

By comparing these aspects to the management functions and skills of the public management model, the following assumptions are made:

- Module B contains aspects of planning, organising and decision-making.
- Module C contains aspects of control.
- Module G contains aspects of planning, decision-making and communication.

The block programmes, as per Appendix J, indicate that the thirteen-week course consists of 5 days per week, with ten periods per day. The course thus consists of a total of 650 periods. The number of periods allocated to the above-identified aspects is as follows:

- Module B : 4 periods (0,61% of the total instruction time)
- Module C : 3 periods (0,46% of the total instruction time)
- Module G :
 - Tactical appreciation : 57 periods (8.7% of the total instruction time)
 - Verbal orders : 10 periods (1,53% of the total instruction time)

- Total time allocated to these aspects is 74 periods, comprising of 11,3% of the total course instruction time.

The study of the two courses is based upon the current curricula as well as the block programmes of recent courses. It can therefore be assumed that the results as indicated in above, are realistic indicators of the current allocation of time to management development during the Formative and All Arms Battle Handling courses. It can also be assumed that the content of these courses reflect the SA Army approach to management development as these courses are the only two compulsory development courses for junior officers in the SA Army. The curricula of the two courses are thus the only applicable curricula pertaining to development training of junior officers in the SA Army.

3.7. SUMMARY

In this chapter, the job descriptions of sixteen junior officers of Natal Command Regional Headquarters were used for a quantitative analysis in order to compile an indication of required managerial skills. This was further supplemented by an analysis of the performance appraisal elements used in the SA Army, to determine the degree of management functions in the criteria used to evaluate the performance of junior officers. In order to determine the current degree of management development of junior officers, the two formal training courses, Formative Training for Junior Officers and All Arms Battle Handling Course, were analysed in terms of their content and allocation of instruction time to management.

The quantitative analysis of the job descriptions of junior officers of Natal Command Regional Headquarters used as indicator of junior officers in the SA Army, led to the assumption that junior officers are expected to spend approximately 68% of their time on one or more of the nine management functions or skills of the public management model. In addition, it can also be assumed that the standardised criteria of the performance evaluation elements of

junior officers in the SA Army include approximately 58% management functions or skills. The two compulsory development courses, Formative and All Arms Battle Handling, respectively allocate 41,5% and 11,3% of their total instruction time to management.

In the next chapter an evaluation of the training of junior officers with regard to the potential for management development will be made, by using the results of the quantitative analysis performed in this chapter.

CHAPTER 4

THE DEGREE OF MANAGEMENT DEVELOPMENT OF JUNIOR OFFICERS IN THE SA ARMY

4.1. INTRODUCTION

In Chapter 2 management was defined as the controlled effort to utilise resources in order to obtain organisational goals. Furthermore, organisational development was described as the process by which individuals obtain the necessary knowledge, skills, and attitudes to be able to manage effectively. In Chapter 3 the quantitative analysis of the job descriptions and performance appraisal criteria of junior officers provided an insight in the organisational expectations regarding the management abilities of junior officers in the SA Army. In addition, the analysis of the content of the two development courses of junior officers in the SA Army provided the framework against which these expectations could be measured.

According to the public management model of Schwella et al (1996:6) as indicated in Appendix B, public management pertains to the functions of policy-making, planning, organising, leading, control and evaluation. The model furthermore prescribes the management skills of decision-making, communication, management of change and conflict, and negotiation. When using this model as yardstick for management development, any attempt at management development should address these functions and skills. More particularly, the content of formal management development /training courses should be aimed at addressing the expected managerial functions and skills required of the individual as described in his job design and evaluated by the applicable criteria of performance appraisal.

4.2. AIM

The aim of this chapter is to evaluate the management development potential of the training towards improving the management performance of junior officers, based upon their job descriptions and performance analysis criteria.

4.3. MANAGEMENT DEVELOPMENT DURING THE TRAINING OF JUNIOR OFFICERS

Public managers, such as junior officers in the SA Army, are expected to perform public management functions. These functions are entwined in their job requirements and as an officer it is expected of them to act accordingly. In the following paragraphs these functions are revisited by comparing them to the two training courses as discussed in Chapter 3.

4.3.1. Policy-making

Considering the work environment and application of junior officers as lower level managers, they are rarely tasked to initiate or develop policies with wide ranging effects. They are however held responsible to ensure the correct implementation and application of all policies, regulations and instructions applicable to their jobs and those of their subordinates. An analysis of their job descriptions, as per Appendix C, indicates that 31% of their tasks are policy-related. Junior officers are involved in the implementation, adjudication, impact evaluation and feedback phases of policy-making procedure.

During the analysis of the two development courses, little indication could be found of any policy-related training. The only indication that the author is able to identify, is a reference to battle procedures and doctrine during the All Arms Battle Course. This is however only applicable in times of war and is not applicable to the every day staff work at headquarter level. The author therefore comes to the conclusion that the management function of policy-making does not receive the same amount of attention, as it does in the job description and performance evaluation criteria of junior officers.

4.3.2. Planning

A junior officer operates on the tactical level where service delivery is carried out. Upon receipt of an order from a higher authority, the junior officer must set out to plan the execution of the allocated task. This entails the planning of the tasks of his subordinates, the sequence of events to be followed, and the manner in which the tasks are to be conducted.

After the allocated task has been carried out, the junior officer is evaluated in terms of the successful completion of the task. This means that where poor planning by the junior officer led to poor execution of the tasks by his subordinates, the junior officer will be perceived to be a poor planner and manager.

The analysis in Chapter 3 of the job descriptions of junior officers as well as the criteria used to evaluate their performance, indicate that the SA Army expects of the junior officer to allocate between 13% to 29% of his time to planning. It has been deducted that planning, as a function is high on the priority list of tasks allocated to junior officers and evaluated during their performance assessments. It would therefore be reasonable to expect similar emphasis during their development training. It is deducted after an analysis of the amount of time allocated to those models identified as containing aspects of planning, that planning is addressed to an acceptable extent. This deduction is based upon the curriculum of the two courses, which both indicate various training objectives pertaining to planning of operations, as well as the number of instruction time allocated to such activities, 30% in the case of Formative and 8% in the case of All Arms Battle Handling Course.

4.3.2. Organising

Organising can be viewed as one of the most visible functions of junior officers as managers, as it sets their plans in motion by linking tasks to people and places. A thorough plan can collapse if the wrong people are allocated to the

wrong tasks. As was the case with planning, the outcome of poor organising will reflect badly on the junior officer in charge and not on his subordinates.

For example, for a captain to be able to allocate a task to one of his subordinate non-commissioned officers he has to know the task specifications and skills required to accomplish this task. This leads to aspects such as the recruiting and training of his subordinates.

The results of the quantitative analyses of the job descriptions and performance evaluations indicate that organising received a third place on the priority lists. It can therefore be expected that organising should be allocated the same priority during the development training of junior officers. In the case of the Formative course, Module B addresses the aspects of issuing orders and organising the platoon accordingly. During the All Arms Battle Handling course, Module B again addresses this aspect, albeit at the next higher level of command (company level). The formal training courses of junior officers does therefore make provision for the organising function, but only to the extent of ensuring the correct number of people and equipment, as dictated by military doctrine. Aspects such as evaluation of personnel abilities and limitations do not seem to be present in the content of either one of the courses.

4.3.3. Leadership

Within the military milieu, the boundaries of managers and commanders rest with the legal authority to compel compliance with directed goals. When these individuals internalise organisational goals as part of their own value system, they become leaders. Military leaders, commanders and managers all orchestrate the management process, but according to De Vries (1996: 4) the leader goes a step beyond and guide the members of the group to make the goals part of their own value and operating system. He continued to say that officers must have the ability to influence another person or group, to internalise the military goals.

An immense amount of importance is placed on the junior officer's leading capability. Junior officers are to a large degree young and inexperienced in the management of people. A junior officer, by virtue of his rank and commission, is responsible to lead any number of non-commissioned officers and troops, some of whom will be older and more experienced.

The leading function of junior officers is not only important during the annual performance appraisals, but on a daily basis in the work situation. It is required of the junior officer to lead his subordinates and failing to do so, will ultimately result in failure of his section/team. Leading requires an understanding of subordinates, how they think, why they act the way they do or why they sustain from certain actions. It requires the ability to encourage teamwork and participation by maximising the strong points of each person and eliminating the weak points.

The quantitative analysis of the job descriptions of junior officers, as per Appendix D, made it possible for the author to assume that leading as function is viewed as an important aspect of junior officer tasks and responsibilities. Approximately 22% of all the tasks are identified as related to leading or leadership. This indicates that leading can be considered as number four on the management priority list of junior officer tasks. This assumption is further strengthened by the results of the analysis of the performance evaluation criteria, as per Appendix F. These results indicate that approximately 23% of all criteria can be considered as indicators of leading, earning a second place on the priority list. It is therefore reasonable to expect that leading, as function should receive the same emphasis during development training. The Formative Course allocates approximately 30% of the instruction time to leading during Module B, whilst the All Arms Battle Handling Course allocates approximately 8% to tactical appreciation during Module G. In both instances the priority allocated to leadership appears to be quite high, thus causing the author to believe that leading is viewed as an important aspect of the junior officer's development training. It should however be noted that the curricula indicate that junior officers

are only trained in the theoretical aspects of transformational leadership, motivation and group dynamics. No practical evaluation of the theory of leadership takes place during either one of the two courses.

4.3.4. Controlling

Junior officers are often confronted with real-life situations, where they need to amend the carefully planned courses of action, in order to execute their mission within the parameters of cost, be it in terms of Rand or in terms of lives. These managers therefore need the necessary skills regarding the continuous control and evaluation of their plans, in order to make pro-active corrections. It is also expected of junior officers to evaluate the performance of their subordinates, ensure budgetary control as well as to continually evaluate the degree of goal obtainment.

It is assumed that the management function of control and evaluation is viewed as one of the most important aspects of junior officer tasks and responsibilities. The analysis of job descriptions in Chapter 3, indicates that 74% of all the tasks analysed, are activities aimed at control, thereby awarding this function the highest position on the priority list. It can therefore be expected to find that control and evaluation is allocated the highest priority during the development training of junior officers. It was however found that only 4 periods of Module B during Formative and 3 periods of command and control during All Arms Battle Handling is dedicated to control. This causes serious doubt whether this function receives sufficient attention, as its emphasis in the job descriptions and performance evaluation indicates. Furthermore, a study of the contents of the two training courses indicates that control is addressed insofar as the actual execution of orders is concerned. Aspects such as performance evaluations, effectiveness and efficiency, are not included in the training. The training concentrates on ensuring that the execution of the military operation is done according to the predetermined plan in terms of time and place and does not appear to address any other aspect of control or evaluation.

4.4. DEVELOPMENT OF MANAGEMENT SKILLS DURING THE TRAINING OF JUNIOR OFFICERS

4.4.1. Decision-making

Decisions made in military operations will require individual decision-making and issuing of orders by the junior officer to ensure the survival of his team, as well as the prompt execution of the task allocated to him and his team. During routine tasks, decisions are often made in group context, and junior officers form part of the small group of interdependent members. Junior officers must thus be able to use group-decision-making techniques such as brainstorming, the Delphi-process or participative management.

The analysis of junior officer job descriptions indicates that decision-making is not viewed as a high priority for junior officers. The result of the job analysis indicates that junior officers are expected to allocate 11% of their time to aspects involving decision-making. Adding to this, 5,8% of the criteria of performance evaluation addresses decision-making aspects. Although the training time allocated appears to be sufficient, the content of the training indicates that an emphasis is placed upon individual decision-making exercises. Limited attention is given to decisions made within a group-context. No mention is made of group-decision making techniques such as brainstorming or Delphi-technique. The assumption is made that decision-making on an individual basis is addressed but that the training seems to lack group-decision making content.

4.4.2. Communication

It is important to note that junior officers at the tactical level often rely on the inputs of their subordinates to make decisions. The manner in which communication takes place becomes important when considering that these officers are in fact the direct link between the senior officers issuing the orders and the troops executing these orders. Poor communication may lead to orders being executed wrong or not at all.

In the current context of transformation of the SA Army and the accompanying uncertainty, it is essential for junior officers to be able to communicate with their subordinates. They will have to be able to convey a future vision and direction by means of open, honest communication (Department of Defence 1996:4-8).

Communication receives a third priority on the list of tasks, as indicated in the results of the job descriptions of junior officers. This study indicates that 41% of all jobs analysed contained aspects of communication, and 5,8% of all evaluation criteria requires the ability to communicate.

The Formative Course allocates 44 periods (6,15% of the total instruction time) and All Arms Battle Handling allocates 10 periods (1,53%) to communication aspects regarding effective communication, either verbal, written or non-verbal. The training provides a background for effective communication when making use of the formal military channels and methods of communication. This is however, mostly "one-way" communication in the sense of issuing orders and commands and excludes aspects such as "active listening" and attention to possible communication barriers, such as cultural interpretations and diversity.

4.4.3. Management of change and conflict

Charles Hardy asserted that the courageous military manager would move boldly when the unlikely happens, embrace change, and learn from experience. He will overcome resistance to change and unproductive behaviour by understanding people and blending individual strengths and teamwork to solve problems and increase productivity and quality. He continues to say that the manager will deliberately strive to create a positive and dynamic working environment, develop teams, apply analytical methods and use the creativity of all employees in his unit (US Army 1996:2-17).

Management of conflict and/or change is reflected in 16% of all job descriptions in Appendix D, and 5,8% of all the performance evaluation criteria in Appendix F.

As the transformation of the SA Army increases in momentum, resistance to change will highlight the fear and uncertainty in the hearts and minds of the employees. The junior officers in the SA Army will continually be challenged to review their roles and responsibilities and to adapt to the changing organisation. They must seek to blend the basic theories of management, the traditional "military way," and non-traditional approaches to do their jobs better. As stated in the US Army Reference Text on Management (1996:2-18), "Managers develop an instinctive work environment, spearhead innovative strategic thinking, manage resources productively, direct the people development and deployment process, build a dynamic organisation and oversee day-to-day operations. Individually, none of the actions are new or unique. But, successful managers are excellent at seeing the interrelationship among these areas, setting priorities and making the right things happen. As a result, their activities make a coherent pattern that moves the military forward."

The LCAMPS-model of transformation of the Department of Defence is very specific about the desired military culture: a culture with the aim of ensuring an efficient military force capable of protecting the national interest. The very nature of a military force, such as the SA Army, is that of conflict, the art of warfare. Although the SA Army is involved in acts of conflict, internal conflict in the SA Army should only be tolerated where it can increase the effectiveness of the organisation, group or individual. Conflict as a result of individual or group perceptions, values or beliefs tends to become dysfunctional and disruptive. Although it is inevitable that sub-cultures will develop within the SA Army, given the diverse nature of the members and their background, an overall and overriding culture should be encouraged (Department of Defence 1996:5-1).

During their development training, junior officers spend approximately 4,6% of the instruction time during the Formative Course on ethics, fundamental rights and maintenance of morale. No reference to aspects of management of change and/or conflict could however be found in the curriculum or block programmes of

the All Arms Battle Handling Course. The exclusion thereof in the senior one of the two courses, creates the impression that this aspects is not perceived to be important enough to be included in the higher level of command course.

4.4.4. Negotiation

Negotiation appears to receive the least amount of attention in the job descriptions as well as the performance evaluation criteria. Although the Defence Act (Act no 44 of 1957) prohibits uniformed members of the Department of Defence from any industrial actions or activities, it does not mean that the junior officer will not need to apply negotiation skills. The implementation of affirmative action plans, the increased number of females and the integration of former armed forces have set the stage for potential group conflict and disagreement. Although the scene might not be that of the formal negotiation table, it could in future be required of the junior officer to apply the skills and techniques of negotiation during conflict resolution attempts.

During their training, junior officers are only taught to issue commands and orders and to ensure compliance with such instructions. Neither of the two courses includes any aspect that could be interpreted as relating to negotiation. Junior officers are not equipped with any of the techniques available during negotiations and it is therefore deducted that they are not equipped during their development training with the necessary skills to manage conflicting parties or cultural differences.

4.5. SUMMARY

Junior officers in the SA Army function as lower level managers. They are required to perform various tasks as prescribed by their job descriptions. These tasks include management functions, which in turn require certain managerial skills.

The aim of this chapter was to evaluate the potential for management development during the training of junior officers in comparison to the quantitative analysis results of the job descriptions and performance evaluations, as described in Chapter 3. The results of the quantitative analysis of the course contents in comparison with the expectations of the job descriptions and performance evaluation criteria, can be seen in Appendix K. This evaluation led to author to conclude that the management development of junior officers during their training appears to be insufficient, compared to the emphasis placed upon the various management functions and skills in the job descriptions and performance evaluation criteria of junior officers in the SA Army.

In Chapter 5, comprehensive findings and recommendations will be provided to address the apparent insufficient management development during the training of junior officers in the SA Army.

CHAPTER 5

FINDINGS AND RECOMMENDATIONS

5.1. INTRODUCTION

On 27 April 1994 the SANDF was established. This was done by integrating seven different armed forces, the former South African Defence Force, Umkhonto we Sizwe, Azanian People's Liberation Army, and the armed forces of the former Transkei, Bophuthatswana, Ciskei and Venda, into a new and transformed force. The change imperative of the SANDF was strengthened by the transformation of the Public Service as a whole and guided by the LCAMPS – model of transformation of the Department. This model identified leadership, command, and management as the key areas of development for effective and efficient transformation of the SANDF. The SA Army, as the largest component of the SANDF, will require skilled commanders, leaders, and managers to ensure successful organisational transformation and future performance.

This study was aimed at evaluating management development of junior officers during their training, as they will be the leaders and commanders responsible to manage the SA Army in the future.

The Introduction provided insight into the transformation process of the Department, the history thereof and impacts on future management.

In Chapter 2 a review of the literature on management and the role of training during management development was undertaken. Management was defined as a process followed to achieve organisational goals and objectives. In conjunction, public administration was defined as the processes practiced in public institutions, containing the concepts of management, leadership and directing.

In particular, attention was paid to the public management model of Schwella. The public management functions of policy-making, planning, organising,

leading, control, and evaluation were discussed to identify their specific roles in the management of public institutions. Accordingly, the skills required by public managers, namely decision-making, communication, management of change and conflict and negotiation, were discussed to indicate the importance thereof.

As management requires a professional and practical effort at reaching organisational objectives, the development thereof is essential. Chapter 2 continued to investigate the process of management development, with emphasis on training as one method of improving managerial effectiveness.

In Chapter 3, using the public management model of Schwella as framework for reference, the managerial capabilities required of junior officers in the SA Army were identified. The chapter focussed on the job descriptions, performance evaluation criteria, and two formal development courses of junior officers. In order to determine the organisational requirements regarding management functions and skills pertaining to the lower level of management where junior officers operate, a quantitative analysis of sixteen job descriptions of junior officers at Natal Command Regional Headquarters was performed. In doing so, the author was able to identify and prioritize the required management skills and functions of such officers. The author was able to assume that 68% of all tasks and responsibilities of junior officers require management skills/functions.

A similar analysis of performance evaluation as the method to measure the degree of compliance with job requirement followed. Attention was paid to the SA Army performance evaluation criteria related to management. The assumption was made that 59% of all evaluation criteria relate to management.

This led to the next topic of discussion in Chapter 3: the SA Army training and development approach. Distinction was made between the two official types of training, namely functional and development training. Emphasis was placed on development training of junior officers by investigating the two formal

development courses of junior officer, the Formative Course and the All Arms Battle Handling course, in terms of course content and curricula. A quantitative analysis of the modules of the courses identified as containing management aspects allowed the author to conclude that 41% of the content of the Formative Course and 11 % of the content of the of All Arms Battle Handling Course address aspects of management.

In Chapter 4, the degree of management development during training was evaluated against the requirements of job descriptions and performance evaluations, as identified in Chapter 3. This comparison highlighted possible insufficiencies in the management development of junior officers in the SA Army.

5.2. FINDINGS

The study was based on the hypothesis that the current level of training is insufficient for the development of management skills of junior officers in the SA Army. After considering the results of the evaluation done in Chapter 4, as depicted in Appendix K, the author was able to confirm that management functions and skills are not sufficiently addressed during the development training of junior officers. A reasonable deduction could be made that junior officers are not adequately equipped during their development training to act as managers, as required in their job descriptions and performance evaluation criteria.

The formal development courses, Formative Training Course for Junior Officer and the All Arms Battle Handling Course, attempt to provide certain basic knowledge and skills with regard to the management functions. Although aspects of the management functions could be identified, important aspects of the functions of policy-making, organising, leading, and controlling appear to be omitted from the curricula of the courses. This led to the assumption that junior officers could be unable to successfully to perform these functions, although it is expected of them. They might not be able to organise the tasks of their

subordinates, lead their teams by using transformational leadership skills, or control the efficiency and effectiveness of their subordinates.

With regard to management skills, it became apparent that the two training courses lack in providing sufficient knowledge and skills in decision-making, communication, management of change –and conflict and negotiation. These skills are essential when functioning as a manager, and the apparent insufficient attention in the course content therefore could inhibit junior officers from managing their subordinates.

Policy-making as function of management does not appear to receive sufficient allocation of time during development training. Military doctrine and tactics are addressed but the courses seem to lack any other reference to policy initiation, analysis, implementation or impact-evaluation. It did however appear that the formal development courses of junior officers in the SA Army address the management function of planning, as the courses include operational planning activities. As these officers operate on the lower management level, the level of planning expected of them are of such a nature that their training should suffice in the provision of the necessary skills and abilities.

It was found that with regard to organising, as the third function of management, that the courses do not address aspects such as job design, selection, and development of subordinates. In this regard, the training provided does not sufficiently provide the necessary organising knowledge and skills required to effectively organise personnel.

After analysing the content of both cases, it became clear that a large amount of time is spent on the theory of leadership, motivation and other leading-related aspects. Theory without practice however remains just that. Neither of the two development courses appears to include practical experience in aspects such as innovative thinking, delegation, and motivation of subordinates.

When addressing the final function of management, it became apparent that little effort is made to include control as part of the courses. At no stage are junior officers taught how to evaluate aspects such as productivity, goal achievement, quality, and efficiency or effectiveness. They are taught to be able to determine whether the task has been completed as planned, but are not equipped with the skills to measure effectiveness and efficiency.

The analysis of the courses indicated that junior officers are equipped with individual decision-making skills and techniques but lack any group-decision making skills. They are not taught to consult with any other member of the group and are evaluated on an individual basis.

Although the level of training concerned with communication is sufficient in ensuring the issue of orders, no attention is paid to aspects such as cultural differences or barriers to effective communication. Junior officers are not taught to be able to overcome communication barriers by becoming "active listeners". They are only taught to clearly communicate their orders and instructions, thus ensuring effective one way communication.

The skills to manage change and/or conflict appear to receive a low priority during training. Reference to such aspects could only be found to a small degree in the Formative Course. Although their job descriptions and performance evaluation criteria expect of junior officers to be able to address the maintenance of high morale, they are apparently not sufficiently equipped with conflict and change management skills. Junior officers are only trained to ensure compliance with orders and maintenance of discipline, according to the military code of conduct.

When the skill to negotiate is considered, it is obvious that no apparent effort is made during the training of junior officers to educate them in the art of negotiation. As such they appear unable to provide any guidance during times of

uncertainty as is often the case with transforming organisations like the SA Army. The junior officer will therefore not be able to manage resistance to change by acting as negotiator between the conflicting parties and will probably in most cases rather resort to the military way of orders and commands.

The study found that the level of management development training of junior officers in the SA Army is insufficient in providing them with the necessary management knowledge and skills.

5.3. RECOMMENDATIONS

In order to address the identified performance gap in the management development of junior officers in the SA Army, certain possible improvements to current courses as well as other methods for management development of junior officers could be considered.

The content of the current development courses could be expanded or altered to include sufficient management functions and skills training. By including two periods of forty minutes each, during which the process of policy initiation, analysis of policy content, the impact thereof as well as the process of implementation of policy in the SANDF in the Formative course, the junior officers will be provided with sufficient knowledge of the policy-making process in SANDF. This will enhance their ability to ensure correct implementation and application of policies during the performance of their tasks and responsibilities.

A comprehensive management module which addresses management functions and skills, should replace current leadership modules, thereby addressing all the functions and skills involved in management. This would succeed in providing the necessary knowledge, and if supplemented by practical exercises such as the nominal group technique or brainstorming, the essential management skills required of officers at lower management level will be developed.

In order to address the apparent lack of organisational skills, practical exercises should be included during both development courses. During these practical exercises students are tasked to organise group activities and evaluate the outcome of the efforts of their fellow students with regard to goal obtainment and personal performance. This will enable the junior officer to develop the skill to determine the degree of his own organising success and not only his ability to ensure the execution of military operations as per doctrine.

An important aspect that requires attention during both development courses, is the practical development of leading skills. As indicated in this study, sufficient theoretical training is done, but must be complemented by practical leadership exercises. An example could be a seminar on transformational leadership during which group activities and individual exercises and interventions form part of the seminar.

By including a two-hour session in the All Arms Battle Handling Course, during which decision-making methods such as the Delphi-process, brainstorming or nominal group activities, and the lack of group-decision making skills would be addressed.

The inclusion of one session of forty minutes, during which cultural diversity is addressed, would ensure sensitivity towards management of culture and would also enable the student to communicate more effectively with an extended knowledge of possible cultural barriers and interpretations.

In addition, other methods outside the work situation, as identified in Chapter 2, could be utilized. This could include university-based management development programs or management training at SANDF training institutions, such as SA Army Gymnasium or SA Army College. Attendance of courses presented by formal institutions such as universities must be encouraged to increase the level of management development.

Attention to further management development training should take place in the daily work situation. Senior officers with management background could be appointed as mentors for junior officers. This could be supplemented by periodical understudy assignments, aimed at providing practical coaching of junior officers in the skills of management.

5.4. FURTHER RESEARCH POSSIBILITIES

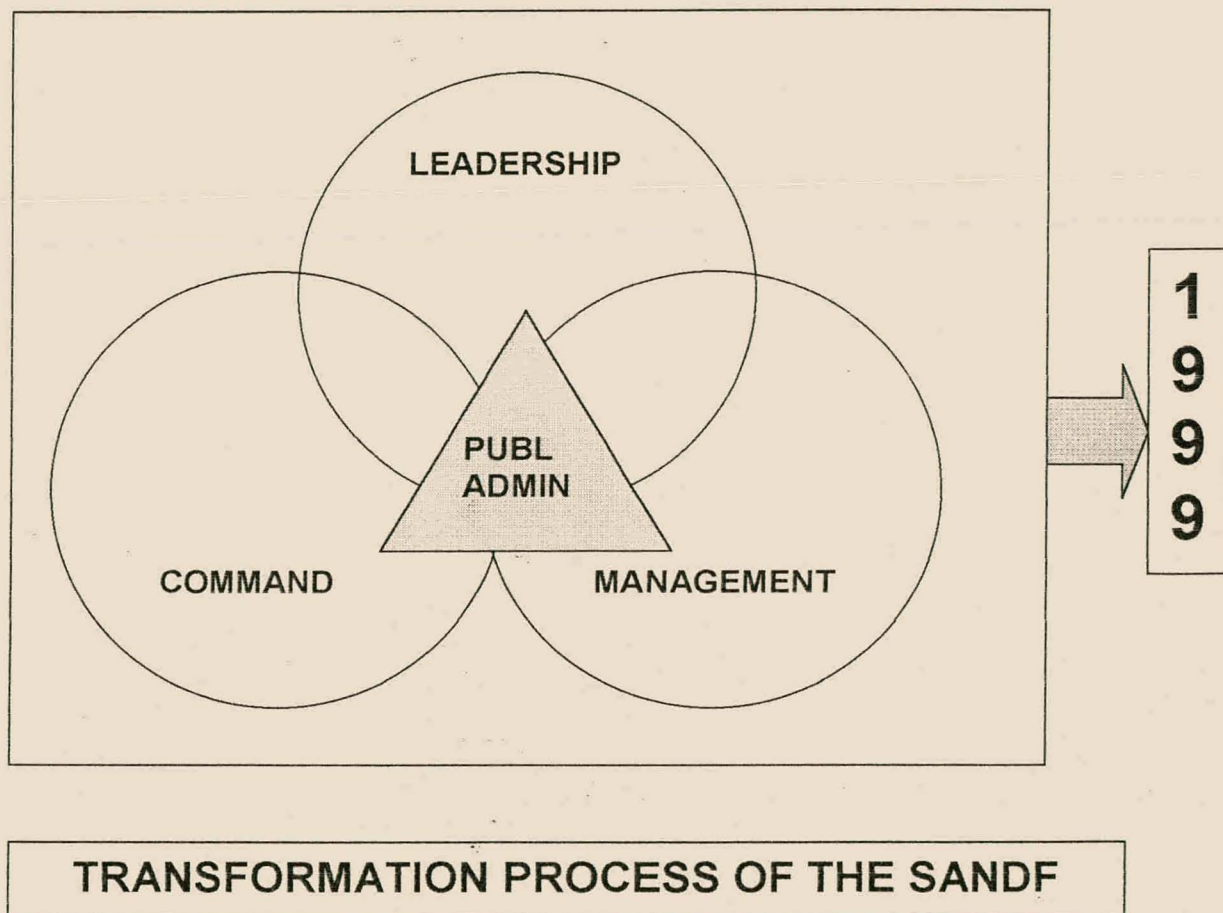
The aim of this study was not to determine the feasibility of any of the methods of management development. As such, it is recommended that further research be done in order to investigate the recommended alternatives to determine the feasibility thereof to management development of junior officers.

This study was concentrated on junior officers in the SA Army. It did not include other levels of command or members of the other Arms of Service of the SANDF, namely the Navy, Air Force, or Medical Service. Further studies to compare management development at different levels of command or in the different Arms of Service could assist in setting uniform standards of management development throughout the SANDF.

In conclusion, it is an accepted fact that management is one of the most critical factors in organisational effectiveness. Development of managers at all levels of the SA Army will ultimately provide the framework for effective management within the organisation. If the SA Army wishes to ensure organisational effectiveness in future, attention will have to be given to improved management development of its junior officers as the future leaders and commanders.

APPENDIX A TO MANAGEMENT DEVELOPMENT OF JUNIOR OFFICERS IN THE SA ARMY

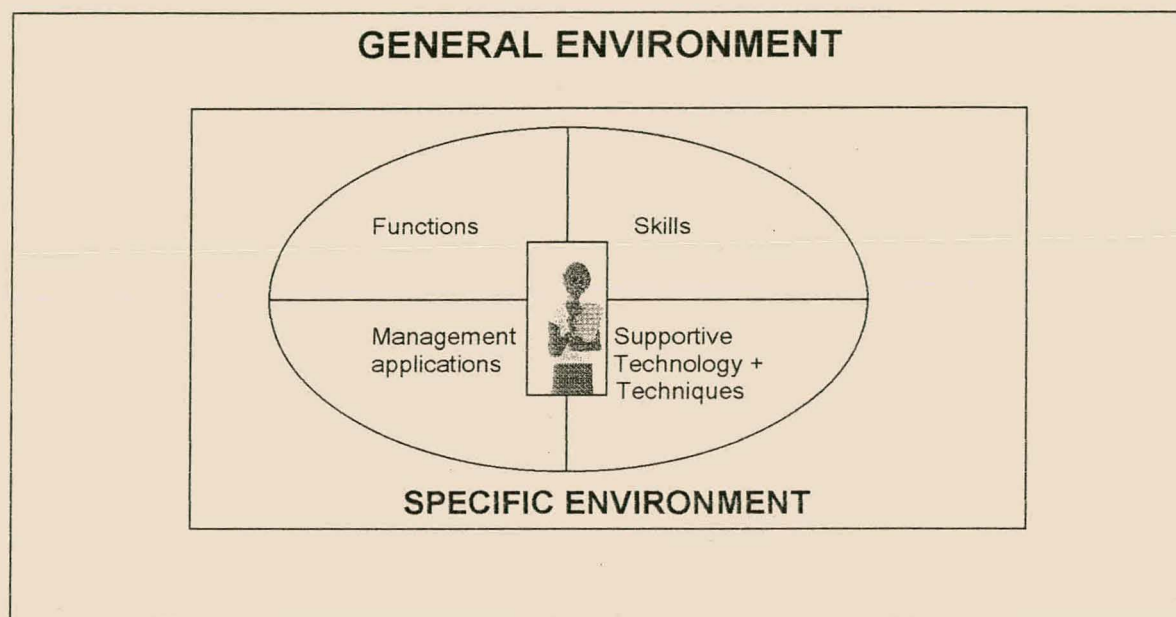
THE LCAMPS MODEL OF TRANSFORMATION IN THE SANDF



(Department of Defence 1996: A-1)

APPENDIX B TO MANAGEMENT DEVELOPMENT OF JUNIOR OFFICERS IN THE SA ARMY

THE PUBLIC MANAGEMENT MODEL



GENERAL ENVIRONMENT
POLITICAL * SOCIAL * ECONOMIC * TECHNOLOGICAL * CULTURAL

SPECIFIC ENVIRONMENT
SUPPLIERS * COMPETITORS * REGULATORS * CONSUMERS

| Functions | Skills | Applications |
|---|---|---|
| Policy making Planning Organising Leading Control and Evaluation | Decision making Communication Management of Change Management of Conflict Negotiation | Policy analysis Strategic Management Organisational development |
| | | SUPPORTIVE TECHNOLOGY AND TECHNIQUES |
| | | Computer technology and Information management Techniques for public management (Schwella and others 1996:7) |

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Januarie 1998

PLIGSTAAT VIR KOMMANDEMENT NATAL LAN ADMINISTAREUR: LANA

1. word hiermee aangestel as die LAN Administrateur van Kommandement Natal HK Eenheid en rapporteer direk aan die Bevelvoerder Kommandement Natal HK Eenheid mbt die ondergenoemde pligte en verantwoordelikhede.

2. Verantwoordelikheid en Skakeling

1 (a) Funksionele skakeling vind plaas na Kommandement Natal HK Eenheid Bevelvoerder.

b. Vir tegniese kundigheid skakel u met Kmdmt Natal SO1 IT wat die toegewese Infoplan personeel volgens die diensvlak ooreenkoms sal skakel.

3. Hiermee word u gemagtig om direk te skakel met Kmdmt Natal SO1 IT tōv die uitvoering van die ondergenoemde pligte en verantwoordelikhede.

4. Tegniese Hulp en Kundigheid. Toegewysde infoplan personeel is deur Kmdmt Natal SO1 IT tot u beskikking vir tegniese advies en bystand mbt die uitvoering van u pligte en verantwoordelikhede.

PLIGTE EN VERANTWOORDELIKHEDE

5. LAN Installasie en Implementering en/of Behoefte vir Uitbreiding. Indien 'n behoefte vir uitbreiding van die bestaande stelsel/toerusting ontstaan, is u verantwoordelik vir die volgende:

2 (a) Beplanning. Die sukses van u eenheid se LAN sal van u stafwerk afhang en is die beplanning, in samewerking met u Bevelvoerder, Kommandement Natal SO1 IT en die toegewysde Infoplan personeel, u verantwoordelikheid.

o (b) U moet 'n vloer- en gebouplan van u eenheid voorsien wat die volgende aandui:

i. Plasing van bestaande toerusting.

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- ii. Plasing van nuwe toerusting wat aangeskaf word met die implementering van die LAN.
- iii. Plasing van LAN-punte vir beoogde uitbreidings/behoeftes in die kort- en/of mediumtermyn.

3 ③

Fasiliteite. U moet verseker dat doelgeskikte fasiliteite beskikbaar is soos voorgeskryf deur H Leër (DBD) en Kommandement Natal Bestuursdienste. Die volgende is van belang.

- i. Kragpunte. Die tydige installering van kragpunte vir die lêerbediener, elke werkstasie en handapparatuur is die verantwoordelikheid van die eenheid in samewerking en oorleg met DOW.
- ii. Hulse en Mangate. Die tydige beskikbaarstelling van arbeid vir die installering van hulse en mangate tussen geboue vir bekabeling is die verantwoordelikheid van die eenheid. Bevestig en verseker dat alle kanale/hulse oop is en gebruik kan word.
- iii. Algemeen. Riglyne mbt ander vereistes, soos bv diefwering ens, kan verkry word by Kommandement Natal SO1 IT.

3 ④

U moet, in samewerking met Kommandement Natal SO1 IT en die Infoplan personeel, die eenheidstaf en die gebruikers in u eenheid, oriëntasie lesings gee tov die LAN. Tydens hierdie oriëntasie moet u die gebruikers inlig tov die volgorde van gebeure en waar die moontlik hul roetine mag beïnvloed asook watter stadiums u toegang tot hul kantore benodig.

2 ⑤

U moet bepaal hoeveel hoofraamsessies en na watter sentrums, benodig word en dit skriftelik inhandig by Kommandement Natal SO1 IT vir beplanningsdoeleindes en indiening aan SO1 Rek te DBD. Geen uitbreidings op die aantal werksessies soos van toepassing op die ou stelsel sal aanvaar word nie. Groepgebruikers kan wel bepaal word wat dan die bestaande werksessies sal deel. Die vereistes mbt hoofraam gebruik bly van krag (lede moet opgelei wees en op die hoofraam geregistreer wees). Kommandement Natal se funksionele stafhoof moet ook die gebruikers van die hoofraam skriftelik magtig. Indien enige uitbreidings noodsaaklik is moet behoorlik gedetailleerde motiverings (Operasionele Behoeftes) deur Kommandement Natal SO1 IT na DBD ingedien word.

2 ⑥

Die fisiese plasing van rekenaartoerusting in die onderskeie persele soos beplan, is u verantwoordelikheid.

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g. Sagteware Pakette.

5 (i)

Hantering van Sagteware Pakette. Alle sagteware pakette word net op die betrokke rekenaars gelaai. Die pakette word in veilige bewaring in 'n vuurvaste by Bev of 2IB of LAN kamer gehou. Die handboek word egter aan die gebruiker uitgereik, maar u moet verseker dat dit behoue bly. By enige verlies/skade moet die betrokke persoon die boek van dieselfde kwaliteit vervang.

ii.

Selfontwikkelde Programme. Selfontwikkelde programme mag nie op lêerbedieners gelaai word nie. Sulke pakette mag met die nodige toestemming vanaf Kommandement Natal SO1 IT op die lid se eie werkstasie gelaai word. Opgraderings en uitbreidings van hierdie werkstasies sal nie maklik oorweeg word nie. (Indien die gebruiker oor die "source codes" beskik kan daar moontlik met Infoplan onderhandel word vir steun tydens 'n probleem maar mag nie ten koste van ander amptelike take wees nie. Betaling moet deur die eenheid/persoon self gedoen word.)

5 (iii)

Roofkopieë. Geen roofkopieë mag op enige rekenaar op SANW/SA Leër eiendom gelaai wees/word nie. 'n Eerste oortreder moet gewaarsku word en 'n teikendatum gegee word waarop dit verwyder moet wees. 'n Rekord moet bygehou word en by 'n tweede oortreding moet die persoon aan die bevelvoerder gerapporteer word. Kommandement Natal SO1 en SO2 IT moet ingelig word waarna 'n verslag aan DBD SO1 IT gestuur word. 'n Derde oortreding deur dieselfde persoon moet weer eens aan die bevelvoerder gerapporteer word vir die neem van toepaslike stappe.

5 (iv)

Nutspakette (PC Tools/Norton Utilities). Geen nutspakette mag op rekenaars gelaai wees nie. Die gebruik daarvan word beperk tot Kommandement Natal SO1 en SO2 IT, LANA en Infoplan personeel.

v.

Nie Standaard Pakette. Geen nie standaard pakette mag op lêerbedieners gelaai word sonder skriftelike magtiging van H Leër DBD (SSO Rek/SO1 IT). Gebruikers van unieke sagteware pakette moet oor die oorspronklike pakket beskik wat SANW/SA Leër/Infoplan eiendom is en word op die gebruiker se rekenaar gelaai. Die hantering van die pakket moet verder volgens par 5.g.i. geskied.

vi.

Unieke Behoeft Pakette. Unieke pakette eie aan 'n spesifieke werksomgewing wat deur amptelike kanale verkry is kan **met toestemming** van H Leër DBD (SSO Rek/SO1 IT) op die lêerbediener gelaai word indien dit deur 'n aantal gebruikers gedeel word. Daar moet oor die nodige lisensie beskik word. Enkel gebruiker pakette mag

BEPERK

4

nie op die lêerbediener gelaai word nie maar wel op die lid se werkstasie.

h. U moet die toegewysde Infoplan personeel ondersteun in die volgende take:

2 (i) Die opstel van Gebruikersprofile. Dit is ook noodsaaklik dat daar bepaal word wat elke gebruiker se kundigheidsvlak is en watter gebruikers formele opleiding benodig in watter aplikasies. Die opstel en inhandiging van hierdie opleidingsbehoeftes is u verantwoordelikheid. Die opstel van toetredingsvereistes en toegangsregte word met die gebruikersprofile bepaal. Sekerheidsklassifikasies bly 'n SA Leër verantwoordelikheid.

3 (ii) U moet teenwoordig wees tydens die voorbereiding en koppeling van die lêerbediener, opstel van gebruikers se toegangsregte en konfigurasies op die werkstasies en die laai van programmatuur.

h. Tydens die perseelvoorbereiding is u vir die volgende verantwoordelik:

2 (i) Detail beplanning van tydskedules en koördinering tussen SANW werkspanne en buite kontrakteurs (bv Infoplan en DOW).

5 (ii) Byhou van vorderingsverslae soos benodig.

5 (iii) Kwaliteitsversekering.

iv. Skriftelike aanvaarding van perseel.

6. Bedryf. Met die dag-tot-dag bedryf van die LAN is u verantwoordelik vir die volgende:

a. Die instandhouding van gebruikersprofile en toegangsregte.

b. U is verantwoordelik vir die data op die LAN en moet u dus die volgende verseker:

i. Die daaglikse, weeklikse en maandelikse rugsteun en argivering van data soos voorgeskryf. Data moet geografies versprei in veilige bewaring (brandkluis) ge-argiveer word.

1 (ii) Die opstel, implementering, beheer en bedryf van 'n nooddataherwinningsplan. U moet verseker dat hierdie plan op vasgestelde periodes ingeoefen word.

c. LAN toegangsekerheid.

BEPERK

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- d. SANW sekerheid mbt data.
- e. Sekuriteit (diefstal).
- f. Die opstel en beheer van 'n bateregister vir alle rekenaartoerusting.
- g. Die begroting, aanskaffing/aanvraging, beheer en verspreiding van gebruikersitems.
- h. Fondse beheer en faktuursertifisering. (Die logistieke kanaal is verantwoordelik vir die uitvoering).
- i. Foutdiagnose, -rapportering en -rekordhouding.
- j. Die aanspreeklikheid van data-akkuraatheid en -integriteit bly die verantwoordelikheid van uself en elke gebruiker van die LAN.
- k. Apparatuur onderhoud en jaarlikse instandhouding volgens die onderskeie Infoplan teniese steun opsies.
- l. Detail soos vervat in par 5.g.i -v.
- m. Verseker dat rekenaar uitrusting volgens die neergelegde Log pamflette verreken is. Daar moet seker gemaak word dat 'n ses maandelikse audit gedoen word en dat alle rekenaar uitrusting moet ook op die distribusie lyste aangedui word.

7. Veranderingsbeheer. U is vir die volgende verantwoordelik tov veranderingsbeheer:

- a. Opstel en beheer van 'n tegnologie-opleidingsplan.
- b. Regaspekte soos voorgeskryf deur die SA Leër en SANW sowel as nasionale en internasionale (bv kopiereg) wetlike aspekte.
- c. U moet verseker dat die vermoë van die LAN intern sowel as ekstern bemark word om te verseker dat die tegnologie maksimaal benut word.
- d. Wanneer uitrusting verskuif word, is die eenheid verantwoordelik vir die finansiële implikasie en is u verantwoordelik vir die opstel en inhandiging van die behoeftestelling.

8. U moet uself vergewis met die inhoud van die ondergenoemde dokumente en hierdie dokumente in u werkperseel beskikbaar hê vir verwysing.

- a. SANW Rekenariseringsbeleid en Voorskrifte.

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- b. SANW Rekenaarinformasiestelsel sekerheidsbeleid en -voorskrifte (H SANW Direktief 2/37).
- c. SA Leër MTPs en MSP.
- d. Infoplan diensvlakoooreenkoms.
- e. Hoër HK SWP's.

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BEVELVOERDER KOMMANDEMENT NATAL HK EENHEID: LT KOL

Hiermee erken ek ontvangs en bevestig dat ek die inhoud verstaan.

GETEKEN

4/2/98
.....
DATUM

BEPERK

VERTROULIK

NATAL/KS3/501/7/1

Telefoon : 369-1302
Navrae :

Kommandement Natal
Posbus 10004
Marine Parade
4056
18 Januarie 1996

PLIGSTAAT : SO3 OPS BEPLANNING

Verwysing A : SWP/KS3/322/90 : Administrasie en bedryf van die
Operasie Sentrum

INLEIDING

1. Aanstelling. Hiermee word u aanstelling as SO3 Ops Beplanning bevestig.
2. Verantwoordelikhede. U is direk aan die SSO Ops/SO1 Ops Plan verantwoordelik vir die uitvoering van u pligte en verantwoordelikhede hierin vervat asook enige ander pligte wat met die verloop van tyd aan u opgedra mag word.
3. Kontinuiteit. Indien u die HK of die Kmdmt verlaat is dit u plig om toe te sien dat die uitvoering van u pligte en verant- woordelikhede onafgebroke kan voortgaan. Die SSO Ops/SO1 Opl Plan moet deurgans op hoogte gehou word van u beweging. Dit sluit na-ure en naweke in.

PLIGTE EN VERANTWOORDELIKHEDE

2. ④ Voorbereiding van Hulpmiddels. U is verantwoordelik vir die voorbereiding van alle hulpmiddels wat deur die SSO Ops en SO1 Ops Plan benodig word tydens Ops voorligtings. In hierdie geval moet u verseker dat die hulpmiddels wat tydens die Bev en HS konferensies benodig word korrek en opgedateer is. Dit sluit in:
 - a. Voorligtingkaart met inbegrip van magsontplooings en knelpuntgebiede.
 - b. Ops ontplooiing transpirante.
5. Ops Konferensies. Voorbereiding van die lokaal vir Ops (KS3) konferensies is u verantwoordelikheid.

VERTROULIK

VERTROULIK

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- 1 ⑥ Natal VEIKOM. U is in samewerking met die SO1 Ops Plan verantwoordelik vir die voorbereiding vir alle VEIKOM vergaderings wat deur Kmdmt Natal aangebied word. Voorbereiding vir die weeklikse GOK word hierby ingesluit.
- 1 ⑦ Ops Nabetragtingverslae. Die tydige ontvangs en verspreiding van Ops nabetragtingverslae is u verantwoordelikheid. U moet verseker Ops nabetragtingverslae word tydig vanaf Gp HK'e, na diensbeëindiging van sub-eenhede, ontvang en aan die onderskeie SSO's versprei word vir kommentaar. U moet verder toesien dat die verslae tydig vanaf die SSO's terug ontvang word waarna die saamgestelde dokument aan die SO1 Ops Plan voorgelê moet word. Knelpunte wat ondervind word moet onder die aandag van die SO1 Ops Plan gebring word.
- 1 ⑧ Byhou van Notules. U is verantwoordelik vir die byhou van notules van alle Ops/KS3 konferensies wat deur die SSO Ops of in sy afwesigheid SO1 Ops Plan/SO1 Ops Beheer gelei word.
- 2 ⑨ Statistiek. U is verantwoordelik vir die konsolidering van alle Ops statistiek wat deur KS3 bygehou word en die gereelde aanbring daarvan in die konferensie kamer.
10. KS3 Konferensie/Beplanning lokaal. U is in samewerking met die SO3 Ops Beheer verantwoordelik vir die netheid en opdatering van alle Ops kaarte en statistiek wat in die Ops kamer vertoon word.
- 5 ⑪ Spes Uitrusting. U is verantwoordelik vir die maandelikse opdatering van die Spes Uitrusting staat. Opgawes vanaf Gp HK'e moet gekonsolideer word en verskille wat voorkom moet onder die aandag van die SO1 Ops Plan gebring word.

OPS BEPLANNING

- 2 ⑫ U is betrokke by die Ops beplanningsfunksie van KS3. Daar word van u verwag om tydens beplanningsklusse/sessies, die SSO Ops en SO1 Ops Plan behulpsaam te wees met die voorbereiding en verspreiding van planne en instruksies. U moet dus gereed wees om vir sodanige beplanningsklusse/sessies beskikbaar te wees al geskied dit na-ure of tydens naweke.

ALGEMEEN

13. U moet die SO3 Ops Beheer behulpsaam wees in die uitvoering van sy taak. U moet in hierdie verband gereed wees om as Ops Offisier diens te doen.
14. U moet die pligte van die SO3 Ops Beheer tydens sy afwesigheid oorneem.
15. Enige ander pligte hetsy mondelings of skriftelik aan u opgedra, moet nougeset uitgevoer word.

VERTROULIK

VERTROULIK

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16. As SO3 Ops Beplanning het u belangrike taak en u moet deurgaans verseker dat "ons saak" nie skade ly nie. Laksheid en nalatigheid kan nie bekostig of geduld word nie.

SO1 OPS ~~BEPLANNING~~ : KOMMANDEMENT NATAL : LT KOL

Hiermee erken ek ontvangs van bogenoemde pligstaat en bevestig dat ek die inhoud verstaan en na die beste van my vermoë sal uitvoer.

18/1/96
.....
DATUM

VERTROULIK

BEPERK

NATAL/KS4/S01/7/1

Telefoon : (031) 369-1403
Navrae :

Kommandement Natal
Posbus 10004
Marine Parade
4056
18 Maart 1997

PLIGSTAAT : S03 VOORRAADADMINISTRASIE

Verwysings A : Tesourie Instruksies
B : SALO's
C : SANW Voorraadvoorskrifte
D : Direktiewe en SWP'e

1. Aanstelling. U word hiermee aangestel as die S03 Voorraad Admin met die primêre taak om die logistieke rekenaarstelsels effektief te bestuur binne Kommandement Natal.

2. Magtiging. Hierdie pligstaat vervang en kanselleer enige pligstaat wat u in dié aanstelling mag gehad het.

3. Delegasie. U mag binne u bevoegdhede soos neergelê in hierdie pligstaat handel, optree en optrede eis.

HOOFFUNKSIES

4. U hooffunksies behels die volgende :

a. DIBS

2. i. Daaglikse trekking van alle roeteerde aanvrae en voorlê daarvan vir goedkeuring aan die S01 Log (B en C Sentrum).

3. ii. Aktiewe opvolging van alle aanvrae geplaas deur Kommandement Natal Ondh Eenh op depots, soos en wanneer deur hulle versoek.

4. iii. Die nagaan van voorraadbalanse op kritieke voorraaditems soos en wanneer versoek deur die S01 Log.

iv. Die roetering van ammunisieaanvrae na die Vloot Ammu Depot, nadat uitreiking goedgekeur is deur die S01 Log.

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5 (v) Die monitering van bevoorradingaksies deur Kommandement Natal Ondh Eenh.

b. KURMENU. Die volgende spesifieke take mbt UR :

i. Die registrering van gebruikers wat die kursus suksesvol voltooi het.

ii. Die skepping van BM's soos versoek vanaf ondergeskikte eenhede wanneer RBU's/RBI's binne die Kommandement oorgeplaas moet word.

5 (iii) Die beheer oor die geskepte BM's bvw 'n register en die maandelikse nagaan daarvan om te verseker dat alle BM's voltrek is.

5 (iv) Maandelikse opvolging van alle onafgehandelde BM's en skriftelike opvolging met betrokke eenhede.

5 (v) Die halfjaarlikse nagaan van die opgawes mbt korrektheid van RBU's/RBI's soos ingedien deur ondergeskikte eenhede.

(c) EIBS. Die maandelikse verwerking van bestuursinformatie soos verskaf deur die SOI Eindgebruikersteun (Mnr J. Shearer). Die vertolking van die informasie en opvolging van leemtes met betrokke eenhede.

(d) FOLBIS. Die maandelikse verwerking van "Reports" na bestuursinformatie, die vertolking daarvan en opvolging van leemtes met betrokke eenhede.

5. U moet verseker dat die volgende take nougeset uitgevoer word deur u ondergeskikte :

5 (a) Die beheer en bestuur van voorraadadmin evaluasiever-slae.

b. Die beheer en bestuur van skade- en verliesadministrasie waar dit 'n direkte invloed het tot die logistieke rekenaarstelsels.

c. Die beheer en hantering van skletse en elektroniese boodskappe ontvang op afdelingrekenaars.

(d) Die beheer oor alle P-bewyse wat voorgelê word deur eenhede. Die indien daarvan aan KSI en terugvoering van 'n afskrif aan die betrokke eenheid; Sluit in die byhou van 'n register vir beheerdoeleindes.

BEPERK

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PLIGTE EN VERANTWOORDELIKHEDE

6. Ten einde u hoof funksie te kan uitvoer moet u :

- (a) Ten volle vertrouwd wees daardie voorskrifte (Verw A tot D) wat van toepassing is op u taak.
- (b) U moet die relevante beleidsaspekte in u eie tyd bestudeer en uself daarmee vertrouwd kry, sodat u nie alleen u taak kan uitvoer nie, maar ook raad en advies kan verskaf aan ondergeskikte eenhede.

7. In die uitvoering van u pligte en verantwoordelikhede het u vrye toegang tot my.

8. Alle korrespondensie wat deur u opgestel word vir versending aan hoër HK, moet deur my onderteken word. Alle korrespondensie aan laer HK'e, mag deur u onderteken word.

9. Gesien in die lig van die feit dat die Vrd Admin Afdeling uit 'n klein span bestaan met wyd uiteenlopende funksies, moet u binne vermoë kennis dra van al die funksies ten einde behulpzaam te kan wees aan die span.

SO1/VOORRAADADMINISTRASIE : LT KOL
CJT/RE

Ek erken hiermee ontvangs van die nuutopgestelde pligstaat, bevestig dat ek die inhoud daarvan verstaan, in besit is van 'n afskrif hiervan en my pligte en verantwoordelikhede na die beste van my vermoë sal uitvoer.

HANDTEKENING

...18/03/97...
DATUM

'n Gedagte tot samewerking en dryfkrag

"One of the truly remarkable things about work groups is that they can make $2+2=5$. Of course they also have the capability of making $2+2=3$ "

-S.P. Robbins

BEPERK

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NATAL/HQ/501/5

Telephone : 365-1020
Enquiries :

Natal Command HQ Unit
P.O. Box 10004
Marine Parade
4056

18 SEPTEMBER 1998

DUTY SHEET : NATAL COMMAND HQ UNIT : ADJUDANT

APPOINTMENT

1. You are hereby appointed as Adjutant of Natal Command HQ Unit.
2. Your appointment shall remain as such, until you are notified in writing, by myself. At this stage a complete handing and taking over process is to be done, and all necessary Handing and Taking over Certificates, and documents, are to be signed by myself, yourself and your replacement.

RESPONSIBILITIES

3. You are directly responsible to the Officer Commanding for the execution of duties, as stipulated.

CONDUCT OF DUTIES

4. The execution of your duties must be done in a constructive and professional manner, and you must always conduct your duties within the guidelines of the Defence Force - Act 44 of 1957; Orders; SAAO's; General Orders; AOI's; Regulations; Policy Directives; etc.
5. You have direct access to me at all times.
6. You are to keep informed of ALL situations within Natal Command, and should a problem arise, which you yourself are unable to solve, you are to bring it to the attention of the Officer Commanding's attention immediately.

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DUTIES AND RESPONSIBILITIES

7. You are responsible for the following duties:

a. Minutes of Meetings:

- 7 ① You are responsible for the taking of all minutes of meetings held by the Officer Commanding Natal Command HQ Unit.
- 5 ② You are to study the Occurrence Register and discuss any unusual entries which were made.

b. Unit Routine:

- 2 ① To ensure that a Monthly routine, for the unit, is published on a monthly basis, and distributed in the last week prior to the new month.

c. Check fuel and oil at Transport:

- 5 ① You are to check the fuel and oil on a weekly basis at the NCHQ Transport Section. And to keep the OC up to date of any differences, and give weekly reports to the OC.
- ii. The OC is to check the Fuel and Oil returns on a monthly basis.

d. Counting cash in Pay Section:

- 5 ① You are to do weekly cash counts at the S & T office, and to keep the OC up to date of any differences.
- ii. The OC is to check the cash on a monthly basis.

e. Duty List (with RSM):

- 4 ① You are to attend this conference with a member from each section to discuss which members are available for the coming months duty list.
- 3 ② You are to assist with the drawing up of the Duty List and to ensure that each and every Officer reports to you before 08h00 daily for their duties.

- 2 ③ Assist the RSM with arrangements for parades/functions. (Ie. Medal parades/ Flag parades, etc.)

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- g. Office Bearing Orders for Officers:
- i. All Officers are to be taken before the OC on Tuesdays and Thursdays for Office bearing orders.
 - ii. Records must be kept up to date and handed back to the HQ Chief Clerk for entry into the registers and for the files to be returned to CS1.
- h. Face Value Books: This must be done on a monthly basis along with the OC and Distribution Account Holder.

GENERAL TASKS

8. Visit the Duty Room

- a. Is duty room clean?
- b. Is the guard room clean and neat?
- c. Check the inventory
- d. Check the key register
- e. Check on the weapon lock keys and ensure that they are all there.

- 4 ⑨ Attend roll call as the Parade Commander
- 5 ⑩ From time to time you are to visit the various messes to ensure discipline and mess regulations are adhered to. Give feedback to the OC at 08h30 conferences.
- 7 ⑪ Ensure that the Duty Officer receives all instructions as given by the Officer Commanding.

OFFICER COMMANDING NATAL COMMAND HQ : LT COL

I, hereby acknowledge receipt of my duty sheet. I agree that I understand the contents thereof and will adhere to it at the best of my ability.

17/09/98
.....
DATE

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NATAL/CS3/501/7/1

Telephone: 369-1318

Enquiries:

Natal Command

P.O. Box 10004

Marine Parade

4056

30 June 1998

DUTY SHEET: OPS OFF ON DUTY

1. You are directly responsible to the SO1 Ops Control for the performance of your tasks.

2. Duration of Service. Your duty lasts from 0800B on the specific day to 0800B the following day. During weekends the service duration is from 0800B Fri to 0800B Mon.

4 (3.) Occurance Book. It is your duty to keep the Occurrence Book up to date from 1600B on the date of your duty until 0800B the following day. The following must be recorded in the Occurance Book:

- a. All incidents that are received after hours. (Only a short descriptin and reference number).
- b. All important incoming Ops calls must be recorded.
- c. All outgoing telephone calls.
- d. Record the confirmation of the neatness of the offices.
- e. Sign duty over to the next officer on duty in the Occurence Book. Aspects that need specific attention and that must be signed over are the following:
 - i. Key Register and keys.
 - ii. SWP file.
 - iii. Telephone lists.
 - iv. All messages and incidents that are recorded but not yet completed.
- f. Any visitors to the Ops room. Time, duration and aim must be recorded.

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3 4. Sitrep. The Ops Sitrep must be sent daily to C Army (J Ops) before 1800B. The officer on duty must attend to the following:

- a. The Sitrep from the GP's must be received by 1500B daily.
- b. Both the Sitrep's received, as well as the Sitrep's sent to J Ops must be neatly and legible completed.

5. Incidents

- a. All incidents received by fax or radio must be checked immediately by the Ops Officer on duty for correctness and completeness and recorded in the incident register. As much detail as possible has to be in the incident register. The who, what, where, when and what there after must at least be answered.
- b. C Army (J Ops) must be informed within 45 mins after the incident has been received from the Gp's. (An incident report with this aim is sent from Comd to C Army).
- c. Should all info about the incident not be available, it has to be obtained from the Gp who sent the report. An additional incident report must be sent to C Army (not later than six hours after the original report).

5 d. The Senior Off on duty must be informed of all important incidents. He will then notify the SSO Ops or/and the General Officer Commanding. Important incidents are the following:

- i. Serious injuries or death of SANDF personnel.
- ii. Any missing SANDF personnel.
- iii. Loss or damage of any SANDF equipment, vehicles, weapons and controlled items.
- iv. Incidents like bomb blasts, sabotage of SANDF installations, vehicles, etc.
- v. Any immediate instructions received from C Army.
- vi. Any urgent requests received from Gp.OC's.
- vii. Reports of natural disasters like floods, fires, etc.
- viii. Bomb threats.

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ix. When unsure clarify with the Senior Off on duty.

- e. All incidents must be plotted on the battleboard daily before 0700B.
- f. All incidents received must be placed in the incident file and given to the SSO Ops or SO1 Ops when they arrived for work.
- g. Ops officer on duty must be ready to report to the SSO Ops or/and SO1 Ops on all the incidents that took place during his duty period.

6. Key Register. The Ops Officer on duty is personally responsible for the receiving, handing back and the safekeeping of all keys that are handed in at the Ops room. The following must receive specific attention:

- a. Receiving and handing back of keys must be recorded in the Key Register. The officer on duty must personally handle this.
- b. No unauthorised persons are allowed to remove keys from the key cabinet.
- c. The key cabinet must always be kept neat and tidy.

7. Telephone Messages

- a. The message must be recorded in the radio and the Telephone Register.
- b. The importance of the message must be obtained and personnel be notified.
- c. When the action needed is of a low priority and cannot be completed immediately, it must be logged.
 - i. The telephone may only be used in times of emergency. The telephone register must be kept up to date. **NO PERSONAL CALLS ARE ALLOWED.**
 - ii. No private telephone numbers must be given to any person requesting a number. Take the caller's particulars, contact the person who he was enquiring about and ask him to phone the person in question.

8. Messages

- a. Messages must be recorded in the Occurance Book.

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- b. When a sealed message is opened, "commanded by", the message must be replaced in the envelope which is to be re-sealed. "Opened on command by" and the person's name who ordered to you to open the message must be placed on the envelope.
- c. All "Op Dadelik/Immediate" messages addressed to the Comd must be immediately taken to the Senior Off on duty.
- d. All other messages must be put in order of importance and reported to the SO1 Ops Control.
- e. Any "Only For/Uitsluitlik Vir" messages must be given to the SSO Ops by the Senior Off on duty.

9. Communications

- a. It is your task to see that the fax machine, radio's and telephones are monitored 24 hrs a day.
- b. You must ensure that HK and BHF radio frequencies are maintained and that radio tests prescribed by Natal Comd Signal Orders are done.
- c. You must ensure that all telexes, letters and fax messages are done correctly as described.
- d. If the fax machines or radios become out of order, report to the SO1 Ops Control immediately.

10. Security. All security of the Ops room after hours is the responsibility of the Ops Officer on duty.

- a. Entry Control. No unauthorised person may enter the Ops room. The outside door must be locked and must be kept closed after hours (1600B - 0700B) and during weekends.
- b. Document Security. Ensure the door to the Registry, where confidential documents are kept, is locked. The key, after hours, must be kept in a sealed envelope in the key cabinet. Wastepaper baskets must be emptied into the trommel daily, whereafter the contents must be destroyed (burnt/shredded).
- c. Computer Security. Computer security must always be maintained.
 - i. Only authorised personnel may work on the computer.

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ii. No games may be played on the computer.

iii. All work done on the computer must be logged.

2 11. Manning of the Ops room. The Ops Officer on duty must ensure that the Ops room is always manned by an officer (especially during tea and lunch times).

12. General

a. The Ops Officer on duty must ensure that the ops room is always neat and tidy. Wastepaper baskets, ashtrays, etc must be emptied daily. During the weekends all the floors must be vacuumed, windows cleaned and all offices must be dusted.

b. Ensure that no equipment is removed from the ops room.

c. No stationary may be removed from the cupboard without the prior permission of the SO1 Ops Control.

1 d. The Ops Officer on duty must know the SWP on the admin and control of the ops room.

2 e. It is the responsibility of the Ops Officer to ensure that the radio and fax machines is always manned.

f. After a weekend duty the Ops Officer is entitled to two days off, and after a evening duty, the following afternoon off from 1200B. Should the workload not allow time off, then an alternative date can be set with the SO1 Ops Control.

13. Weapon Control. Under no circumstances is the Ops Officer going to delegate the following tasks to any person, be it a junior rank or senior rank, the Ops Officer should perform all the following aspects him/herself personally.

5 a. Before weapons are kept in the safe, ensure that the necessary safe precautions are done.

b. No private weapons are to be kept on the safe unless prior arrangements with the SO1 Ops Control have been made.

c. No ammunition is to be kept in the safe unless prior arrangements with the SO1 Ops Control have been made. No weapons are to be issued without the SO1 Ops Control's prior permission.

RESTRICTED

RESTRICTED

- d. Weapons are to be signed in and out by the Ops Officer and the person who bring or receive a weapon, and the weapon number should be written down on the weapon register.
- e. During handing and taking over the Ops Officers must together ensure that the weapons on the register are ⁱⁿ the safe and that the ops Officer is to keep the weapon register safe and up to date at all times.

14. Any other tasks and responsibilities that are given to you verbally or written must be done to the best of your ability

SO1 OPS CONTROL: LT COL

I acknowledge that I have received the above duty sheet and that I fully understand and will abide by it.

30/6/98
.....
DATE

RESTRICTED

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NATAL/501/7

Telephone : 369-1211
Enquiries :

Natal Command
PO Box 10004
Marine Parade
4056
30 January 1998

SO3 Processing (current) Natal Command

RESPONSIBILITIES, FUNCTIONS AND DUTIES OF SO3 PROC

APPOINTMENT, AIM AND BACKGROUND

1. Your appointment as SO3 Processing (current) is hereby confirmed.
2. The aim of your activities in the Intelligence Processing section is to assist with the processing of information, concerning the area of intelligence responsibility of Natal Command and to do this in order to help satisfy the duties of the CS2 department.
3. The area of intelligence responsibility is as follows :
 - a. The present geographical area of Natal Command.
 - b. 50 Km zone of the following boarding countries.
 - i. Lesotho.
 - ii. Swaziland.
 - iii. Mosambique.
 - c. Adjacent Command areas.
 - d. Adjacent territorial areas.

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2

CHANNELS OF RESPONSIBILITIES

4. You are directly responsible to me, and in my absence, SO1 Proc for the following :
- a. To process all information assigned to you into intelligence.
 - b. To store this information and intelligence according to the existing procedures.
 - c. To assist in the compiling of documents by this office for dissemination.
 - d. To ensure that daily tasks as indicated on the Notice Board are carried out daily.
 - e. To assist with the updating of maps and statistics in this office.
 - f. To ensure that the venue for briefings, for which this office is responsible, is in order for the respective briefing.
 - g. The general neatness of your workplace.
 - h. Be able to run this office in my absence.

DELEGATION

5. You may delegate work to sub-ordinates in this office in my presence and will assume control in my absence.
6. You shall be held directly responsible by me, for any task assigned to you.

FUNCTIONS

7. Your functions are as follows :
- a. The preparation of maps and other Intelligence documents. ie the daily Intelligence situation as well as the monthly Intelligence review.
 - b. To assist SO2 Processing as far as possible.
 - c. The processing of intelligence requirements and EEIs and the despatch thereof.
 - ↳ d To assist the SSO Int with the maintaining of discipline and ensure that subordinates behaviour are impeccable at all times.
 - ↳ e Must ensure that all laid down physical counter intelligence requirements are met.

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3

- 6 f. Must ensure at all times, high morale in the Processing Section.
- g. Must ensure that your work place is at all times respectably.

SPECIFIC DUTIES

8. In order to actuate the above functions, the following duties will need to be performed :

- 3 a. Organise, arrange and manage your work order to perform your functions.
- 1 b. Ensure that you and your subordinates are aware of, carry out orders that may be issued from time to time.
- 2 c. Ensure that you participate in sport, however, remembering that office duties are first priority.
- 2 d. Ensure that the goals of the SANDF and specifically the SA Army, are met.
- 4 e. Ensure that all possible support is given to HQ Unit and that Unit routine are fallen into.

9. Carry out all legal duties that may be issued from time to time.

SO2 PROC NATAL COMMAND : Lt Col

I hereby acknowledge receipt of this document and declare that its contents is understood and will be carried out to the best of my ability.

12/02/98
(DATE)

CONFIDENTIAL

BEPERK

NATAL/501/7

Telefoon : (031) 3691400
Navrae :

Kommandement Natal
Posbus 10004
Marine Parade
4056

20 Oktober 1995

PLIGSTAAT : S03 SPYSENIERINGSDIENSTE KOMMANDEMENT NATAL

INLEIDING

1. Hierdie pligstaat vervang enige vorige pligstaat wat aan u uitgereik was.

ROL EN FUNKSIES

2. Die rol van die spysenieringsdienste waaraan u aan die hoof staan is om rate te ontvang, verwerk en te bedien aan lede van die Kommandement.

3. U is dus verantwoordelik om tydens operasies of normale vredestrydse aktiwiteite te verseker dat:

- a. Rate op die regte plekke en tye beskikbaar is in die regte hoeveelhede.
- b. Spyseniersdienste beskikbaar is en effektief funksioneer.
- c. Rate volgens voorskrif beheer word.
- d. Navorsing aangaande plaaslike bevolking se eetgewoontes.

4. U moet verder die volgende funksies hanteer:

- a. Skakeling met ander Weermagsdele se betrokke spyseniersoffisiere.
- b. Skakeling met burgerlikes in die voedingsbedryf.
- c. Verliesbeheer aangaande rantsoene, skoonmaakmateriaal en uitrusting.

5. U is direk aan die S01 Log Kmdmt Natal verantwoordelik en u het direkte toegang.

6. U word hiermee gemagtig om binne die perke van neergelegde beleid en die inhoud van hierdie pligstaat, besluite tov die spysenieringsfunksie te neem. Buite die raamwerk moet beslissings na my verwys word.

7. Geen persoon sal me Leër HK of enige ander HK oor spysenieringsaangeleenthede onderhandel sonder u medewete nie.

8. U moet u funksie bedryf soos neergelê in, en beperk deur, die Verdedigingswet en RVD, orders, instruksies, beleidsdirektiewe en omsendbriewe.

BEPERK

PLIGTE EN VERANTWOORDELIKHEDE

9. Personeelbestuur

- 2 (a.) Identifiseer/konsolideer behoeftes tov personeel van eenhede onder bevel van Kmdmt Natal.
- b. Adviseer SSO Pers aangaande pers behoeftes.
- 3 (c.) Bepaal/beplan die werkpligte van verskillende lede in verskillende poste.
- 4 (d.) Evalueer eenhede kwartaalliks aan die hand van voorskrifte tov die gehalte van spysenieringsdienste.
- 4 (e.) Bepaal of regstellingsaksies soos geskeduleer nagekom word en verseker dat by teikendatums gehou word.
- (f.) Konsolideer en versprei alle beleidsdirektiewe en voorskrifte aan eenhede onder bevel.
- 4 (g.) Bepaal of SA Spys Korps lede skriftelik aangestel word en oor geldige pligstate beskik.
- h. Monitor oorhandiging en oorname prosedures.
- 2 (i.) Bepaal indiensopleidingsprogram van personeel deur:
 - i. Roetering van pers binne Kmdmt verband.
 - ii. Evaluasies van werkverrigting/werkvermoë.
- 1 (j.) Gee van tyd-tot-tyd lesings oor onderwerpe rakende spyseniering bv rantsoenaanvraag en verrekening prosedures.
- 3 (k.) Organiseer jaarlikse Kmdmt Sjef van die Jaar kompetisies:
 - i. Bespreek doelwitte/doelstellings.
 - ii. Identifiseer reëlingskomitee/beoordelaarspan.
 - iii. Sien om na inskrywings van kompetisie.
 - iv. Bepaal spyskaarte en vlakke van mededinging.
 - v. Bepaal omvang van verskillende kategorieë.
 - vi. Voorsien bestandele benodig deur skakeling met Bevelvoerders, sjefs en privaatsektor vir donasies/borgskappe.
 - vii. Stel evaluasiestate op.

- 4 ①. Bestudeer opleidingstegnieke vir Spys personeel in die privaatsektor en doen voorlegging/aanbevelings aan D Spys K.
- 3 ③. Monitor loopbaanbeplanning van alle SA Spys K lede onder bevel van Kmdmt Natal.
- 1 ④. Motiveer SA Spys K lede tot beter werkverrigting en gesindheid teenoor die SANW deur lesings te hou waar lede voorgelig word oor aspekte rakende die algemene bestuur van klubs.
 - o. Bevorder/sien om na die algemene welsyn van lede in Kmdmt Natal dmv:
 - i. Onderzoek/oplos betaalprobleme.
 - ii. Lig Bevelvoerders in mbt die pligte van die Spys K lede.
 - ⑤ iii. Beoordeel lede se werksverrigting en produktiwiteit en maak dienooreenkomstige beslissings tov werkverskuiwing.
 - iv. Bevorder persoonlike kontak deur gereelde besoeke aan menasies.
 - v. Beplan bywoning van kursusse per jaar vir S Mag/BM/Komdo lede.
 - ⑥ vi. Bevorder goeie werksverrigting deur:
 - (1) Persoonlike belangstelling in lid se omstandighede /huisgesin.
 - (2) Hospitaalbesoeke/gelukwense/simpatie soos en wanneer van toepassing.
 - (3) Persoonlike onderhoude ten einde probleme op te los.
 - p. Beheer kursusnominasies tov Spys K lede onder bevel.
 - ⑦ q. Formuleer n plan van aksie om SA Spys K lede te alle tye slaggereed te hou vir onverwagte take.
 - ⑧ r. Beplan personeel en uitrusting vir die uitvoering van operasionele take.
 - s. Inisieër operasionele navorsing tov die aanwending van Spyseniërskorps lede in alle fasette van oorlog.
 - t. Monitor slaggereedheid van personeel en uitrusting vir optrede as noodmag ter ondersteuning van Kmdmt Natal.
 - u. Organiseer maandeliks n vergadering vir hoofspyseniërs waartydens aandag aan volgende aspekte gegee word:
 - ⑨ i. Tree op as Voorsitter.

- ii. Insette vir opstel van agenda.
- iii. Bevorder samehorigheid/samewerking onder lede sowel as Sjefs Assosiasie.
- iv. Identifiseer probleemareas/moontlike oplossings.
- v. Navorsing/ontwikkeling van nuwe idees mbt spysaangeleenthede.
- vi. Bespreking van knelpunte/tekortkomings by menasies/kookpunte.
- vii. Lig lede voor mbt alle tersaaklike gebeure in Kmdmt.
- viii. Organiseer tersaaklike demonstrasies.

10. Akkomidasie, uitrusting en voorraad

- 1 (a) Gee raad aan eenhede tov komiteefunksies en F&I van eenhede.
- 8 (b) Gee raad aan eenhede onder bevel tov Eenheidsbegroting van Spys K aangeleenthede.
- 6 (c) Evalueer/monitor gehaltebeheer van voedselvoorbereiding en verspreiding aan die hand van SA Leër Voedselstandaard.
- 5 (d) Evalueer verrekeningprosedure van ranstoene aan die hand van voorskrifte.
- e. Sien om na uitrusting by menasies/kookpunte binne Kmdmt dmv :
 - i. Maandelikse inspeksies van alle menasies/kookpunte.
 - ii. Beveel aan watter uitrusting vervang moet word.
 - iii. Beveel aan hoe oortollige uitrusting aangewend moet word.
 - iv. Doen verslag aan D Spys K mbt vervanging/benutting van uitrusting.
 - v. Beplan indiensopleiding mbt hantering van uitrusting.
 - vi. Konsolideer insette van verskillende eenhede mbt uitrusting behoeftes.
 - vii. Beheer/kontroleer diensbaarheid van 250 man mobiele veldkombuise en koeltrokke.
 - 1 (viii) Hanteer en handel alle toepaslike korrespondensie af.
- x (11) Administratiewe Verpligtinge. U is verantwoordelik vir die bedryf en beheer van alle administratiewe funksies in die KS4 afdeling wat deur SS0 Log aan u opgedra mag word.

12. Algemeen

- q (a) Deurlopende navorsing tov etniese groepe se eetgewoontes om die moontlikheid van aanpassing van die rate te doen.
- q (b) Skakeling met die stafoffisiere spyseniersdienste van die Lugmag, Vloot en SAGD om wisselwerking te bewerkstellig om die beeld van SAW te bevorder tov spysenieringsdienste.
- q (c) Skakeling met siviele spyseniersverenigings om op hoogte te bly van tendense in die spysenieringsbedryf.
- a (d) Die hou van lesings/voorligting oor nuwe idees gedagterigtings in die spyseniers- en hotelbedryf.
- e. Direkte skakeling met D Spys oor spyseniersaangeleenthede soos nodig.

SO1 LOG KOMMANDEMENT NATAL : LT KOL

TN

Ek erken ontvangs van hierdie geskrif en is vertroud met die inhoud daarvan.

SO 3 SPYSENIERSDIENSTE : KAPT

CONFIDENTIAL

NATAL/501/7

Telephone : 369-1210
Enquiries :

Natal Command
PO Box 10004
Marine Parade
4056
12 January 1998

RESPONSIBILITIES, FUNCTIONS AND DUTIES OF SO3 PROCESSING

APPOINTMENT, AIM AND BACKGROUND

1. Your appointed as SO3 Processing is hereby confirmed.
2. The aim of your activities in the Int Processing section of the Int centre is to assist with processing of information, concerning the area of intelligence responsibility of Natal Command to do this in order to help satisfy the duties of the CS2 department.
3. The area of intelligence responsibility is as follows :
 - a. The present geographical area of Natal Command.
 - b. 50 Km zone of the following boarding countries.
 - i. Lesotho.
 - ii. Swaziland.
 - iii. Mosambique.
 - c. Adjacent Command areas.
 - d. Adjacent territorial areas.

CHANNELS OF RESPONSIBILITIES

4. You are directly responsible to me, and in my absence, SO1 Processing for the following :

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- a. To process all information assigned to you into intelligence.
- b. To store this information and intelligence according to the existing procedures.
- c. To assist in the compiling of documents by this office for dissemination.
- d. To ensure that daily tasks as indicated on the Notice Board are carried out daily.
- e. To assist with the updating of maps and staistics in this office.
- f. To ensure that the venue for briefings, for which this office is responsible, is in order for the respective briefing.
- g. The general neatness of your workplace.
- h. Be able to run this office in my absence.

5. You are however directly responsible to SSO Intelligence and in his absence SO1 Processing with regards to taskings/requirements of NICOC.

DELEGATION

6. You may delegate work to sub-ordinates in this office in my presence and will assume control in my absence.
7. You shall be held directly responsible by me, for any task assigned to you.

FUNCTIONS

8. Your functions are as follows :
 - a. To help with the preparation of maps an other Int documents.
 - b. To assist SO2 Processing as far as possible.
 - c. The processing of intelligence requirements and EEIs and the despatch thereof.
 - 7 d. To represent the SA Army/Natal Command at all IPU/PICOC meetings, to liaise with participants and support them where and when possible.
 - 6 e. To assist the SSO Int with the maintaining of discipline and ensure that subordinates behaviour is at all times impeccable.
 - 5 f. Must ensure that all layed down physical counter intelligence requirements are met.
 - 4 g. Must ensure at all times, high morale in the Int Office.
 - h. Must ensure that your work place is at all times respectably.

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SPECIFIC DUTIES

9. In order to actuate the above functions, the following duties will need to be performed :

- 2 (a) Organise, arrange and manage your work order to perform your functions.
- 1 (b) Ensure that you and your subordinates are aware of, carry out orders that may be issued from time to time.
- 2 (c) Ensure that you participate in sport, however, remembering that office duties are first priority.
- 4 (d) Ensure that goals of the SANDF and specifically the SA Army are met.
- e. Ensure that all possible support is given to HQ Unit and that Unit routine are fallen into.

10. Carry out all legal duties that may be issued from time to time.

SO2 PROC NATAL COMMAND : MAJ ✓

I hereby acknowledge receipt of this document and declare that its contents is understood and will be carried out to the best of my ability.

12/02/93
(DATE)

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VERTROULIK

NATAL/501/7

Telefoon : 365 1870

Navrae :

Kommandement Natal

Posbus 10004

Marine Parade

Durban

4056

January 1998

VERANTWOORDELIKHEDE, FUNKSIES EN PLIGTE VAN HANTEERDER : KS2 INL INSAMELING

1. Hierdie pligstaat vervang alle vorige pligstate.

VERANTWOORDELIKHEDE EN BEVELSKANALE

4 ② Jou aanstelling as bevelvoerder en senior hanteerder van Op Insam spanne word hiermee bevestig.

3. Jy is direk aan SO1 Insam verantwoordelik vir jou en jou ondergeskiktes se optredes.

4. Jy kan ook getaak word deur die SO1 Insameling en SSO Inl.

5. As gevolg van die aard van jou take, sal jy gereeld met geklassifiseerde en sensitiewe informasie in kontak kom. Dit is jou verantwoordelikheid om met die nodige diskresie op te tree en die informasie nie met ongemagtigde persone te bespreek nie. Die nodigheid om te weet beginsel is ten alle tye van toepassing.

FUNKSIES

6. Jou funksies behels die volgende :

2 ② a Die bedryf, uitbreiding en beheer van Operasionele insameling spanne vir die uitvoer van die volgende insamelingsprojekte binne Kommandement Natal naamlik :

- i. Projek Tentacle.
- ii. Projek Jabu.
- iii. Projek Ratio.
- iv. Opvolgspanne.

VERTROULIK

VERTROULIK

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1 (j)

U is verantwoordelik dat alle verslae aan u SO1 Insam voorgele word vir bespreking en kommentaar.

2 (k)

U is verantwoordelik vir u lede se weeklikse beplanning en die voorlegging daarvan aan SO1 Insam vir kommentaar. Enige veranderinge moet vroegtydig met die SO1 Insam bespreek word.

8. U is vry om enige aspek van die afdeling, probleme of voorstelle met SO1 Insam te bespreek.

SO1 INSAMELING: MAJ

Ek, _____ erken en verklaar hiermee dat ek die verantwoordelikhede, funksies en pligte soos aan my opgedra ten volle verstaan.

2/2/98
DATUM

VERTROULIK

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NATAL/CI/501/7
NATAL/203/4

Telephone: (031) 3691230
Enquiries:

Headquarters
Natal Command
P. O. Box 10004
Marine Parade
4056
0 / January 1998

DUTY SHEET: SO3 COUNTER INTELLIGENCE MILITARY SECURITY:

CORPS: SA INTELLIGENCE CORPS

1. Appointment. Your appointment as SO3 Counter Intelligence (CI) Military Security is hereby confirmed.
2. Authority. This duty sheet replaces any other previous duty sheet/s that have been issued to you in this regard.
3. Accountability. You are accountable directly to your section head, SO2 CI Military Security, for the efficient execution of all your orders and functions, as contained in this duty sheet. You must execute your duties in this section in the most productive way possible, but also with an urgent sense of thrift and cost-effectiveness.
4. Delegation of duties. You may delegate tasks according to the guideline stipulated by the SO2 CI Military Security. You do however remain responsible and accountable directly to your department head only for the efficient execution of your duties and tasks assigned to your section. You are under the command and control of the SO2 CI Military Security only. Before any absence due to leave, courses etc., you must ensure that a suitable person is appointed to act on your behalf in writing. All outstanding tasks and assignments, as well as any equipment under your control, must be handed over in writing as part of the normal handing and taking over procedures. The responsibility remains with you though.
5. Sources of reference. The execution of your duties is subject to the stipulations

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of the Defence Act, Act no 44 of 1957 (as amended), the Military Disciplinary Code, the South African National Defence Force Personnel Code, Log Pamphlets, SANDF regulations, orders, policies and doctrine, Army Training Instructions ("LOI's"), Standing Operational Orders, SA Army orders and instructions, as well as Unit orders, as laid down and amended from time to time. It is your own responsibility to acquaint yourself with the contents of the fore mentioned documents. Remember: **IGNORANCE IS NO EXCUSE!!!**. All official relevant CI orders and documents are continuously applicable on you in the execution of all your duties and responsibilities.

AIM

6. Aim of CS2 CI. The aim of CS2 CI is to determine the nature, extent and time schedules of the components of the CI threat/aggressor being wagged against Natal Command, consisting of espionage, sabotage, subversion, acts endangering security and lastly terrorism, either by own means or in co-operation with other Intelligence organisations.

7. Aim of duty sheet. The aim of this duty sheet is to spell out your duties and responsibilities in order to support the aim of CS2 CI in Natal Command effectively.

FUNCTIONS AND RESPONSIBILITIES

2 ⑧ Your primary function is the planning, co-ordinating, execution and monitoring of VIP Protection, Operational Security and Investigations in the responsibility area of Natal Command.

9. You are further responsible for the execution of the following functions within Natal Command:

- a. Military Security.
- b. Operational Security (OPSEC)
- c. VIP Protection and escorting.
- d. Investigations.
- e. Administration.
- f. Equipment and vehicles.
- g. General aspects.

SPECIFIC DUTIES

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10. In order to achieve (meet) the aim and goal of CI, undermentioned duties must be executed by you conscientiously in the most effective, productive and cost-effective way possible:

a. Military Security.

i. You are to assist the SO2 CI Military Security with the distribution of CI directives, policies, orders and guidelines, as issued to CS2 CI from the higher HQ, to the units under your command in the Natal Command responsibility area.

ii. Security Instructions and Policies. You will assist the SO2 CI Military Security with the drafting and distribute of Counter Intelligence Security Instruction and Policies for units in the Natal Command responsibility area. These instruction and policies must be authorised by the GOC/COS Natal Command.

iii. Military Security advise. You will assist the SO2 CI Military Security with providing the units in the Natal Command responsibility area with advice wrt Military Security matters as the queries arise. If you are unsure wrt to any queries, you must confirm the correct action before providing advises and those prevent any embarrassment to yourself and the CS2 CI section.

iv. Foreign visits. The following wrt foreign visits are of importance:

(1) You must ensure that all applications for visits to Foreign countries (Appendices A) are send to C Army 22 (DCI) as well as Appendices B on the return of SANDF members from there visits to foreign countries.

(2) You must keep records of all visits to foreign counties by SANDF personnel in Natal Command responsibility area.

(3) You must co-ordinate all applications for passports by members, in the Natal Command responsibility area, leaving the boundaries of the country on official visits to foreign countries.

v. Boards of inquiries (BOI). You must give insets at BOI' s were there are some CI relevants. To ensure this it is important that there is close co-operation on all levels with the Military law departments.

vi. You must continuously be alert of any CI matters (espionage, sabotage, subversion, acts endangering security as well as

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~~there is close co-operation on all levels with the Military law departments.~~ ZCP

- vi. You must continuously be alert of any CI matters (espionage, sabotage, subversion, acts endangering security as well as terrorism) that might take place in your working environment, your unit or any other unit and you must report that to your superiors without any delay.
 - vii. You must ensure that physical security is applied in your section. This entails the following:
 - (1) The closing of all windows at the end of the working day.
 - (2) Proper access control to all offices in the section.
 - (3) Switching off of all lights, computers and other electrical appliances at the end of the working day.
 - (4) Ensuring that all documents and equipment are securely locked away at the end of the working day.
 - (5) Ensuring that all doors are locked at the end of the working day.
 - viii. Abovementioned points are also applicable when you, or another member/s, leave an office unattended during the working day.
- b. Operational security. You are responsible for Operational security and the following wrt this aspect is of importance:
- 4 i. You must ensure that during the planning, co-ordinating and execution of all operations in Natal Command responsibility area OPSEC is executed effectively on all levels.
 - 1 ii. You must issue OPSEC guidelines to all subordinate units involved in operations and projects in the Natal Command responsibility area.
 - 5 iii. Monitoring actions must be carried out during the planning, co-ordinating and execution of all operations and project in the Natal Command responsibility area to ensure that OPSEC is applied on all levels and all phases.
 - 1 iv. Feedback reports are to be completed according to procedure and on a daily basis for distribution to your higher HQ.

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- c. VIP Protection and escort duties. You are directly responsible for VIP protection and escort duties and the following in this regard is of importance:

- 2 (i.) You must ensure that, in conjunction with CS3, all VIP tasks in Natal Command responsibility area are thoroughly planned, co-ordinated and executed.
- ii. All abnormal request and liaison with other arms of services must be co-ordinated through D-Ops.
- 3 (iii.) Any liaison with other government departments, organisation, etc. must be done in a professional manner and with the necessary authority of the SO1 CI.
- iv. You must ensure that all members involved in VIP tasks are continuously exercising in all aspects of VIP protection and that retraining of these members take place. This will ensure that tasks are planned, co-ordinated and executed in a professional manner and prevent accidents.
- 2 (v.) You must ensure that suitable personnel is identified and nominated for the necessary courses in order to improve their levels of skill.

- d. CI Investigations. The following wrt CI Investigations are of importance and your responsibility:

- i. You must ensure that all CI investigations are registered and authorised by the GOC Natal Command before any Investigations are under taken.
- ii. All information obtained during investigation must be disseminated to all relevant parties to whom it is applicable and C Army (DCI).
- iii. You must co-ordinate all CI investigations in the Natal Command responsibility area and adhere strictly to the policies in this regard.
- iv. You must ensure that the staff work for all investigations is updated regularly. All actions taken during an investigation must be logged and reviewed by the SO2 CI Military Security weekly.
- v. Ensure that there are close liaison and co-operation between CS2 CI and the Military Law Offices. This is to ensure that you at all times remain within the boundaries of the mandate protecting the SANDF during investigations.

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- vi. If you are at any time unsure about the right cause of action to take, you will consolidate with the SO2 CI Military Security for advice.

- e. Administration.

- i. You must ensure that all the administration in your section is handled according to policies.
- ii. You must ensure that all operational administration is completed according to policy and procedures.
- iii. You must ensure that all filing for your section are at all times in order.
- iv. You must ensure that all outgoing documentation will be logged in an OUTGOING REGISTER and a signature and force number will be obtained when documents are handed over to another person / department.
- v. You will ensure that all outgoing files (back to Reg) will be logged in the FILE REGISTER and returned to Registry without delay. A force number and a signature will be obtained from the Reg Clerk.
- vi. You will ensure that all documents for filing at Reg will be noted in detail in the OUTGOING REGISTER.
- vii. Ensure that all work handed over to you is dealt with immediately, without any delay. Files are to be returned to Registry within the prescribed periods.
- viii. Try to complete a day's work in a day and do not leave work over for the next day. Assignments are dealt with according to target dates and times and there must be adhered to these time schedules. Work according to the priorities you set for yourself and stipulated by your department head.
- ix. Complete all administrative tasks correctly and completely according to the guidelines received from your superior.
- x. Keep the SO2 CI Military Security informed about your progress in your assignments. Problems and uncertainties that might occur, must be cleared out with the SO2 CI Military Security immediately. It is very important to keep to set target dates.

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free of errors, neat and tidy and that your staff work is completed. All documents must be written/typed according to the Conventions for Service Writing (CSW).

- xiii. Security of information must be adhered to according to the policy regarding document security (SAAO GS2/3) at all times. The "need-to-know" -principle must be applied very strictly at all times.

f. Equipment and Vehicles.

- i. You are responsible for the safe handling and correct application/ utilisation of all equipment issued to you and / or placed under your control.
 - ii. You are also responsible for the correct and safe storage of all equipment under your control.
 - iii. You are to adhere to all applicable orders, instructions and regulations wrt any fire arms and ammunition issued to you.
 - iv. You are to ensure that the vehicle that is in your possession is handled and administered according to policy.
 - v. You are fully responsible for the vehicle allocated to you for the execution of your duties. This responsibility entails inter alia:
 - (1) To have the vehicle washed twice a week and polished twice a month.
 - (2) To ensure that the vehicle is serviced regularly and that a high level of serviceability is maintained (in conjunction with CS2 CI Log Clerk).
 - (3) To ensure that all documentation is completed correctly and that the necessary authority is obtained BEFORE making a trip.
 - (4) To ensure that you are in possession of all necessary documents required to make a trip.
 - (5) To adhere to all military regulations, as well as civilian Road Acts, while making a trip.
 - (6) Never to leave the unit with a dirty and / or unserviceable vehicle.

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- (7) To ensure that the vehicle is parked safely and correctly in the Transport park after use.
 - (8) To obtain the necessary authority for the vehicle to be out of the Transport Park overnight.
 - (9) To ensure the safe guarding of the vehicle while out of a military unit.
- vi. You are fully responsible for all equipment entrusted and issued to you during the execution of a VIP Protection task.
 - vii. Ensure that your office's inventory (distribution lists) is updated every time that furniture/equipment is obtained and/or handed back (in conjunction with the CS2 CI Log Clerk).
 - viii. You must ensure that all stock and equipment that are entrusted to you, are cared for, are handed with care and pride, are utilised properly and that it can be accounted for at all times.
 - ix. All losses that may occur, must be reported to your section head immediately.
- g. General aspects.
- i. Dress. Must be worn accordingly, considering the nature of the requirements of the daily task.
 - ii. Discipline. You are responsible for the maintaining of a high level of military discipline, as well as self-discipline, in the section. Only through maintaining a high level of discipline can it be possible to achieve the aim and goal of C ARMY and C SANDF.
 - iii. Security. A high level and standard of security must be maintained in the daily execution of your duties. This must form an integral part of your daily life and must be applied to all your actions and activities.
 - iv. Unit routines. You must acquaint yourself of all parades, unit/guard duties, functions and other unit routine aspects that are applicable to you and your section. You must ensure that you and your section adhere to the unit routines and must attend all the compulsory parades and functions. If you, for some (good) reason, cannot attend, you must have yourself duly excused. It is also good manners and good discipline to attend also the noncompulsory functions.

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- v. Regimental unit duties. You are also responsible for the execution of Regimental Unit duties, as published in the Unit Order Part One.
- vi. Official vacation leave and sick leave. Requests for vacation leave for less than 7 days must be submitted via your section head, via the SO2 CI Systems to the CS1 Duty room **at least 7 days** in advance. Request for leave-forms can be obtained from CS1 Duty room on Mondays before 1000B only. For periods exceeding 7 days, requests must be submitted to CS1 at least 14 days prior to the planned commencing of your leave. If you are booked off from work by a medical officer, you must first submit a copy of your sick leave form to the SO2 CI Systems **BEFORE** you leave your place of work or before you can stay at home. Failure to do so can result in you being marked AWOL from work.
- vii. Official Secrets Act. You are reminded that you signed a DD1112 - Official Secrets Act. Refrain from any loose and unauthorised talk. The "need-to-know" -principle must always be applied in your conversations and in the daily execution of your duties.
- viii. Always execute your duties and responsibilities with pride, professionalism, without favouritism, with impartiality and always with respect to all persons as required.
- ix. Image to the external environment. In your contact and / or communication with other staff compartments, lower and / or higher headquarters and civilian instances, regardless of the nature of the contact and / or communication, you must always carry out an image of friendliness, helpfulness, professionalism, enthusiasm and pride. Your neatness, attitude, bearing and dress must be faultless and exemplary at all times. You must be clean, shaven, tidy and neat at all times.
- x. Personal problems. Feel free to discuss any personal problems that may have an influence on the execution of your duties and responsibilities with your superior / section head. It will be handled with the greatest sensitivity and confidentiality.
- 4 (xi) Channels of command. You are to adhere to the existing channels of command, as laid down by the SANDFPC, your unit commander and your section head, at all times.
- 7 (xii) Channels of Communication. Establish effective and efficient channels of communication between your office and that of the units/groups, so as to ensure a quick flow of information. These channels are to be tested and utilised on a daily basis. Do not

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accept weak communication channels as an excuse for no communications. It is important that the unit programme/routines be considered during the planning of meetings and appointments.

xiii.

Conferences. You will assist the SO2 CI Military Security wrt the attendance of conferences and will be instructed by the SO2 CI Military Security wrt this aspect. In the event of not being able to attend a conference, you are to make prior arrangement with the SO2 CI Military Security for a proper replacement. You are also to inform the chair person of the arrangement.

xiv.

Official working hours. Take note that official working hours are from 0730B to 1600B. This means that you must start with your daily work at 0730B, therefore the roll call parade is being held at 0720B (as according to the unit orders). You only stop working at 1600B and **not before that**. Then you start packing the contents of your desk and office away.

xv.

Funds and Finances. The following wrt Funds and Finances are important:

(1) All finances in your possession are your responsibility.

5 (2) You must administrate and co-ordinate the finances of your section.

5 (3) You must ensure that members under your command adhere to the rules and regulations wrt funds and finances.

(4) When you have to leave the unit on official duties, you are entitled on using S & T. All S & T advances must contain an official authority number and must be submitted to the SO2 CI Systems at least 5 days before your planned departure. The SO2 CI Systems will ensure that your S & T advances reach the CS1 Duty room at least 3 days before your departure. Upon return to the unit, your S & T claim must be submitted to the SO2 Systems within 5 days (It must be submitted to CS1 within 7 days !!!). S & T forms must be submitted to CS1 Duty room before 1400B. Internal CS2 CI authority for staff visits, evaluations etc. can be obtained from the SO2 CI Systems.

xvi.

Information. The following wrt information is important:

(1) Ensure that **ALL** information is reported to the SO2 CI Military Security.

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- (2) You will make NO information available to any other persons other than the SO2 CI Military Security/SO1 CI, or where it has been authorised by the SO1 CI.

xvii. You must ensure that your own actions and that of the personnel under your command, are according to laws of the RSA, the MDC, policies, doctrines and instructions.

11. You are further responsible for the timeous execution of any other tasks / assignments that might not be included / covered in this duty sheet that may be given to you from time to time. They are legal and official orders and must be executed without delay.

12. Failure to comply with the stipulations of this duty sheet will result in legal and disciplinary actions to be taken against you.

13. You are herewith extended the best wishes of the CI Section with your appointment as SO3 CI Military Security in the Natal Command CS2 CI section.

SO2 COUNTER INTELLIGENCE MILITARY SECURITY: MAJ

EJ/EJ

I, _____ Name
_____ hereby acknowledge receipt of my duty sheet and take cognisance of my duties and responsibilities as stipulated. I declare that I have read through this duty sheet and that I am aware of the contents. I do understand the contents and undertake to execute my duties and responsibilities to the best of my abilities. A copy of this duty sheet is in my possession.

07/01/99
(Date)

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NATAL/501/7

Telephone : (031) 3691259

Enquiries :

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P.O.Box 10004
Marine Parade
4056

30 January 1998

SO3 Communication Projects

DUTIES, RESPONSIBILITIES AND FUNCTIONS OF SO3 PROJECTS NATAL COMMAND

INTRODUCTION

1. Post. You are hereby appointed as the SO3 Communication Projects Natal Command.
2. Previous Duty and Responsibility sheet. This duty sheet replaces any previous duty sheets that were issued to you.
3. Primary Function. As the SO3 Projects Natal Command you must assist the SO1 Projects in ensuring that External Publics within Natal Command's area of responsibility, identify and associate themselves with the Mission, Vision and the aim of the SANDF and Natal Command.
4. Authority. Besides the maintenance of discipline as applicable to all Defence Force members and that which is expected from all Officers, you are responsible for Youth Activities, communication with External Target Publics and assistance to the Projects NCO during Shows and Exhibitions.

CHANNELS AND FUNCTIONS

5. Channels:
 - a. You are directly responsible to the SO1 Projects.
 - b. You may not be in contact with Army HQ or any higher HQ wrt your functional field without my knowledge thereof or my authority to do so. When I am unavailable you are directly responsible to the SSO Communications.

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6. Functions :

- (a) The planning, execution and evaluation of all Communication Projects conducted in Natal Command wrt :
 - i. Youth Activities
 - (1) The marketing of the VMS and VPTF systems.
 - (2) Identification of youth suitable for VMS system.
 - ii. External Publics
 - iii. Shows and Exhibitions (In accordance with the Projects NCO)

DUTIES AND RESPONSIBILITIES

TASKS

7. Management :

- 2(a) Assistance wrt planning and on some occasions the execution of all approved shows and exhibitions in support of the SO1 Communication projects.
- 2(b) Planning and execution of all approved Youth Activities.
- 8(c) To create a climate amongst the External target publics within Natal Command's area of responsibility whereby the publics identify and associate themselves with the mission, vision and aim of Natal Command. This is to be accomplished by means of :
 - i. Distribution of Information Brochure on a monthly basis to all identified external target publics.
 - ii. Building up of community trust towards the SANDF and Natal Command by means of Shows and Exhibitions.
 - iii. Distribution of pamphlets to local population in areas where SANDF presence is high.

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5 (d.) The evaluation of Shows, Exhibitions, Youth Activities, Operational Communication and Communication with External Publics wrt :

- i. Communication function
- ii. Productivity
- iii. Loss Control
- iv. Security
- v. Image building

2 (e.) Shows and Exhibitions. Assistance to the Projects NCO wrt planning and co - ordination of Natal Command's participation in Shows and Exhibitions.

2 (f.) Youth Activities. The planning, co - ordination and execution of the Command's participation in Youth Activities, including :

- i. Authority for participation (6 weeks prior t function)
- ii. Orders
- iii. Requisition for equipment and rations
- iv. Themes
- v. Quotations and spending plan
- vi. Maintenance of equipment
- vii. Security
- viii. Layout of Youth Camp
- ix. Feedback to HHQ
- x. Safety of members attending Youth activity.

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SECURITY

10. It is your responsibility to ensure that a high level of security wrt material, personnel and information is maintained within your section.

11. Security must be incorporated into all planning and must be a part of every planning session.

TRAINING

12. You are responsible for :

- 3 (a) The regular and effective utilisation, training and administration of all VPTF members that are in the communication field.
- b. The identification of VPTF Communicators for communication courses.
- 3 (c) The organisation of seminars at group level to assist Group OC's with in post training wrt PTF members.
- 3 (d) The continuous in post training of the members under your command.

LOGISTICS

13. It is your responsibility to establish what commodities are required for the efficient running of your section.

FINANCES

14. You have the following duties and responsibilities wrt your section :

- a. The effective and correct payment of man days to any PTF members that might be called up for duty within your section.
- 5 (b) Ensure that any spending within your section is properly reconciled before being handed over to SO1 Planning.

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PRODUCTIVITY

- 15 You are responsible for productivity iro your functional field within Natal Command and must execute it in total. You must execute productivity in terms of Natal Command's Productivity SWP's - Natal/501/13 : SWP/Prod and SWP 10/prod

LOSS CONTROL

- 16 You are responsible for loss control within your functional field in accordance with Natal Command's SWO's - NS/01/8LC to MS/11/88LC.

PLANNING AND MANAGEMENT

- 2 17 Planning and Management. The execution of the processes named below within Communication, in support and within the structures of the global Communication process (it is important to remember that these processes must be incorporated and not executed as separate processes) :

- a. Medium Term Planning
- b. Short Term Planning
- c. Control Process
- d. Productivity Process
- e. Moral Building Process
- f. Image Building Process

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- 5 (18) You are to ensure that all your sub - ordinates are issued with Duty Sheets.

S01 PROJECTS NATAL COMMAND : LT COL

I, _____ have read through the contents of the above and do fully understand and accept the contents thereof.

30/01/98
DATE

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NATAL/CS1/PU/C/501/7

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4056

24 January 1997

RESPONSIBILITIES, FUNCTIONS AND DUTIES OF SO3 ADULT EDUCATION
NATAL COMMAND

APPOINTMENT, MISSION, ACCOUNTABILITY AND DELEGATIONS

1. Appointment You are appointed as the SO3 Adult Education
2. Previous Duty Sheet This duty sheet replaces all previous duty sheets issued to you.
3. You must execute the Adult Education function cost effectively and efficiently.
4. Mission To communicate/train/equip (line functionaries/supervisors) at all levels with regard to Adult Education in order to enable them to independently cope with the Adult Education function taking into account the broad overall SANDF policy and with due observance of local circumstances (without any way taking over the responsibilities of line management in this regard within Natal Command).
5. Accountability You are accountable to me for the effective and efficient execution of your duties and responsibilities.
6. Duties and Responsibilities Your duties and responsibilities pertaining to the staff function of Adult Education are as follows :
 - 2 (a) The implementation, promotion and advancement of Adult Education in the territorial Natal Command.
 - 3 (b) The management of Adult Education in the territorial Natal Command.
 - 8 (c) To render assistance to execute the Labour Relations function

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7. In respect of paragraph 6a (The implementation, promotion and advancement of Adult Education in the territorial Natal Command.) you must ensure the following :

- 1 (a) The interpretation and execution of policies as listed in Appendix A.
- 1 (b) Liaison with provincial department of education iro execution, funds and responsibilities.
- 1 (c) Keeping OC's under command of General Officer Commanding Natal Command, and the Arms of Service units in the territorial Natal Command informed on funds and programmes.
- d. Attend seminars and workshops iro adult education to enhance the promotion and advancement of adult education.

8. In respect of paragraph 6b (The management of Adult Education in the territorial Natal Command.) you must ensure the following :

- 1 (a) The consolidating of management information by compiling, distributing and implementing the territorial Natal Command Standard Work Procedure (SWP) pertaining to Adult Education and submit returns and statistics stated in Appendix B.
- 2 (b) The compiling and management of a business plan in respect of Adult Education.
- 5 (c) The management of allocated funds.
- d. The processing of examination results.

9. In respect of paragraph 6c (To render assistance to execute the Labour Relations function.) you must ensure the following :

- a. The rendering of assistance to the executive of the Labour Relations section.

10. Guidelines . The following are very important in the management of Adult Education :

- a. The General Officer Commanding Natal Command is accountable to C Army for the organisation, promotion and advancement of Adult Education in the territorial Natal Command. Therefore, the Arms of Service units and 8 SA Div, which fall within the boundaries of the SA Army Natal Command are included for this purpose.

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- b. The SSO Pers is responsible for the execution of the Staff function pertaining to Adult Education.
- c. C Army is the SANDF co-ordinator of adult education. Therefore, the implementation of departmental policy, eg. education for KwaZulu Natal can only be done once it has been agreed upon at Army HQ level.

11. You are responsible for the following :

- 4 (a) Personnel management of personnel under your command.
- 5 (b) Adherence to procedures pertaining to funds as allocated to you.
- 6 (c) Maintenance of discipline and moral of members under your command.
- 1 (d) Adherence to Natal Command standing orders, part 1 orders and special part 1 orders and SWP's applicable to your duties and responsibilities.

CHANNELS AND DELEGATIONS

12. Channels and Delegations

- a. You are directly responsible to me and have direct access to me.
- 10 (b) You are authorised to make decisions within the parameter of this duty sheet in terms of the prescribed policies and directives. You must consult with me in the event of decisions required which will exceed the laid down parameters.
- 1 (c) You must execute your staff function as prescribed in terms of the Public Service Act, SANDF PC, SANDF General Regulations, Public Service Staff Code and orders and directives.

13. Delegations

- 10 (a) You are entitled to make decisions of a routine nature.
- 10 (b) You may delegate duties to personnel under your command. You remain accountable to me for the proper execution thereof.

14. In the processing of your staff function and due to the sensitive nature of the task performed I expect you to act in a professional manner towards your superiors, unit OC's, peers and subordinates and members of the public.

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15. Your integrity and sound judgement is expected to be unscrupulous and the interest of the SANDF and its employees must be maintained under all circumstances.

MAINTENANCE AND SECURITY OF INFORMATION, PERSONNEL AND EQUIPMENT

16. The following are delegated to you to enhance efficiency in the execution of your task :

- a. Signing power pertaining to letters, signals, faxes and memoranda iro aspects pertaining to Adult Education.
- b. Delegated authority to organise and arrange a half-yearly Adult Education workshop iro personnel employment in dthe SANDF, iro the mandate.
- c. Delegated to arrange and conduct evaluation of Adult Education as practised at unit level and to report back to the unit Officer Commanding and the Officer Commanding territorial Natal Command.
- 5 (d) To conduct the evaluation of remedial action pertaining to Adult Education at any given unit.

SSO PERS: NATAL COMMAND

24/1/97
DATE

I hereby acknowledge receipt of the above duty sheet and understand the contents thereof.

24 January 1997
DATE

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NATAL/CS3/501/7/1

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Enquiries:

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4056

30 June 1998

DUTY SHEET: OPS OFF ON DUTY

1. You are directly responsible to the SO1 Ops Control for the performance of your tasks.
2. Duration of Service. Your duty lasts from 0800B on the specific day to 0800B the following day. During weekends the service duration is from 0800B Fri to 0800B Mon.
3. Occurance Book. It is your duty to keep the Occurance Book up to date from 1600B on the date of your duty until 0800B the following day. The following must be recorded in the Occurance Book:
 - a. All incidents that are received after hours. (Only a short descriptin and reference number).
 - b. All important incoming Ops calls must be recorded.
 - c. All outgoing telephone calls.
 - d. Record the confirmation of the neatness of the offices.
 - e. Sign duty over to the next officer on duty in the Occurance Book. Aspects that need specific attention and that must be signed over are the following:
 - i. Key Register and keys.
 - ii. SWP file.
 - iii. Telephone lists.
 - iv. All messages and incidents that are recorded but not yet completed.
 - f. Any visitors to the Ops room. Time, duration and aim must be recorded.

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4. Sitrep. The Ops Sitrep must be sent daily to C Army (J Ops) before 1800B. The officer on duty must attend to the following:

- a. The Sitrep from the GP's must be received by 1500B daily.
- b. Both the Sitrep's received, as well as the Sitrep's sent to J Ops must be neatly and legible completed.

5. Incidents

- a. All incidents received by fax or radio must be checked immediately by the Ops Officer on duty for correctness and completeness and recorded in the incident register. As much detail as possible has to be in the incident register. The who, what, where, when and what there after must at least be answered.
- b. C Army (J Ops) must be informed within 45 mins after the incident has been received from the Gp's. (An incident report with this aim is sent from Comd to C Army).
- c. Should all info about the incident not be available, it has to be obtained from the Gp who sent the report. An additional incident report must be sent to C Army (not later than six hours after the original report).
- d. The Senior Off on duty must be informed of all important incidents. He will then notify the SSO Ops or/and the General Officer Commanding. Important incidents are the following:
 - i. Serious injuries or death of SANDF personnel.
 - ii. Any missing SANDF personnel.
 - iii. Loss or damage of any SANDF equipment, vehicles, weapons and controlled items.
 - iv. Incidents like bomb blasts, sabotage of SANDF installations, vehicles, etc.
 - v. Any immediate instructions received from C Army.
 - vi. Any urgent requests received from Gp OC's.
 - vii. Reports of natural disasters like floods, fires, etc.
 - viii. Bomb threats.

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ix. When unsure clarify with the Senior Off on duty.

- e. All incidents must be plotted on the battleboard daily before 0700B.
- f. All incidents received must be placed in the incident file and given to the SSO Ops or SO1 Ops when they arrived for work.
- g. Ops officer on duty must be ready to report to the SSO Ops or/and SO1 Ops on all the incidents that took place during his duty period.

6. Key Register. The Ops Officer on duty is personally responsible for the receiving, handing back and the safekeeping of all keys that are handed in at the Ops room. The following must receive specific attention:

- a. Receiving and handing back of keys must be recorded in the Key Register. The officer on duty must personally handle this.
- b. No unauthorised persons are allowed to remove keys from the key cabinet.
- c. The key cabinet must always be kept neat and tidy.

7. Telephone Messages

- a. The message must be recorded in the radio and the Telephone Register.
- b. The importance of the message must be obtained and personnel be notified.
- c. When the action needed is of a low priority and cannot be completed immediately, it must be logged.
 - i. The telephone may only be used in times of emergency. The telephone register must be kept up to date. **NO PERSONAL CALLS ARE ALLOWED.**
 - ii. No private telephone numbers must be given to any person requesting a number. Take the caller's particulars, contact the person who he was enquiring about and ask him to phone the person in question.

8. Messages

- a. Messages must be recorded in the Occurance Book.

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- b. When a sealed message is opened, "commanded by", the message must be replaced in the envelope which is to be re-sealed. "Opened on command by" and the person's name who ordered to you to open the message must be placed on the envelope.
- c. All "Op Dadelik/Immediate" messages addressed to the Comd must be immediately taken to the Senior Off on duty.
- d. All other messages must be put in order of importance and reported to the SO1 Ops Control.
- e. Any "Only For/Uitsluitlik Vir" messages must be given to the SSO Ops by the Senior Off on duty.

9. Communications

- a. It is your task to see that the fax machine, radio's and telephones are monitored 24 hrs a day.
- b. You must ensure that HK and BHF radio frequencies are maintained and that radio tests prescribed by Natal Comd Signal Orders are done.
- c. You must ensure that all telexes, letters and fax messages are done correctly as described.
- d. If the fax machines or radios become out of order, report to the SO1 Ops Control immediately.

10. Security. All security of the Ops room after hours is the responsibility of the Ops Officer on duty.

- a. Entry Control. No unauthorised person may enter the Ops room. The outside door must be locked and must be kept closed after hours (1600B - 0700B) and during weekends.
- b. Document Security. Ensure the door to the Registry, where confidential documents are kept, is locked. The key, after hours, must be kept in a sealed envelope in the key cabinet. Wastepaper baskets must be emptied into the trommel daily, whereafter the contents must be destroyed (burnt/shredded).
- c. Computer Security. Computer security must always be maintained.
 - i. Only authorised personnel may work on the computer.

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- ii. No games may be played on the computer.
- iii. All work done on the computer must be logged.

11. Manning of the Ops room. The Ops Officer on duty must ensure that the Ops room is always manned by an officer (especially during tea and lunch times).

12. General

- a. The Ops Officer on duty must ensure that the ops room is always neat and tidy. Wastepaper baskets, ashtrays, etc must be emptied daily. During the weekends all the floors must be vacuumed, windows cleaned and all offices must be dusted.
- b. Ensure that no equipment is removed from the ops room.
- c. No stationary may be removed from the cupboard without the prior permission of the SO1 Ops Control.
- d. The Ops Officer on duty must know the SWP on the admin and control of the ops room.
- e. It is the responsibility of the Ops Officer to ensure that the radio and fax machines is always manned.
- f. After a weekend duty the Ops Officer is entitled to two days off, and after a evening duty, the following afternoon off from 1200B. Should the workload not allow time off, then an alternative date can be set with the SO1 Ops Control.

13. Weapon Control. Under no circumstances is the Ops Officer going to delegate the following tasks to any person, be it a junior rank or senior rank, the Ops Officer should perform all the following aspects him/herself personally.

- a. Before weapons are kept in the safe, ensure that the necessary safe precautions are done.
- b. No private weapons are to be kept on the safe unless prior arrangements with the SO1 Ops Control have been made.
- c. No ammunition is to be kept in the safe unless prior arrangements with the SO1 Ops Control have been made. No weapons are to be issued without the SO1 Ops Control's prior permission.

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- d. Weapons are to be signed in and out by the Ops Officer and the person who bring or receive a weapon, and the weapon number should be written down on the weapon register.
- e. During handing and taking over the Ops Officers must together ensure that the weapons on the register are ~~on~~ the safe and that the ops Officer is to keep the weapon register safe and up to date at all times.

14. Any other tasks and responsibilities that are given to you verbally or written must be done to the best of your ability

SO1 OPS CONTROL: LT COL

I acknowledge that I have received the above duty sheet and that I fully understand and will abide by it.

2/07/98
DATE

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NATAL/CI/501/7
NATAL/203/4

Telephone: (031) 3691237
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4056
30 January 1998

DUTY SHEET: SO3 COUNTER INTELLIGENCE OVERT COLLECTION:

CORPS: SA INTELLIGENCE CORPS

1. Appointment. Your appointment as SO3 Counter Intelligence (CI) Overt Collection is hereby confirmed.
2. Authority. This duty sheet replaces any other previous duty sheet/s that have been issued to you in this regard.
3. Accountability. You are accountable directly to your section head, SO2 CI Intelligence (Int), for the efficient execution of all your orders and functions, as contained in this duty sheet. You must execute your duties in this section in the most productive way possible, but also with an urgent sense of thrift and cost-effectiveness.
4. Delegation of duties. Only tasks as indicated by your department head may be delegated. You do however remain responsible and accountable directly to your department head only for the efficient execution of your duties and tasks assigned to your section. You are under the command and control of the SO2 CI Int only. Before any absence due to leave, courses etc., you must ensure that a suitable person is appointed to act on your behalf in writing. All outstanding tasks and assignments, as well as any equipment under your control, must be handed over in writing as part of the normal handing and taking over procedures. The responsibility remains with you though.

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- ⑤ 5. Sources of reference. The execution of your duties is subject to the stipulations of the **Defence Act**, Act no 44 of 1957 (as amended), the **Military Disciplinary Code**, the **South African National Defence Force Personnel Code**, Log Pamphlets, **SANDF regulations, orders, policies and doctrine**, **Army Training Instructions ("LOI's")**, **Standing Operational Orders**, **SA Army orders and instructions**, as well as **Unit orders**, as laid down and as being amended from time to time. It is your own responsibility to acquaint yourself with the contents of the fore mentioned documents. Remember: **IGNORANCE IS NO EXCUSE !!!**. All official relevant **CI** orders and documents are continuously applicable on you in the execution of all your duties and responsibilities.

AIM

6. Aim of CS2 CI. The aim of CS2 CI is to determine the nature, extent and time schedules of the components of the CI threat/aggressor being wagged against Natal Command, consisting of espionage, sabotage, subversion, acts endangering security and lastly terrorism, either by own means or in co-operation with other Intelligence organisations.
7. Aim of duty sheet. The aim of this duty sheet is to spell out your duties and responsibilities in order to support the aim of CS2 CI in Natal Command effectively.

FUNCTIONS AND RESPONSIBILITIES

8. Your primary function is the gathering of information in support of intelligence requirements as stated by your higher HQ.
9. You are further responsible for the execution of the following functions within Natal Command:
- a. Investigations.
 - b. Military Security.
 - c. VIP Protection and escorting.
 - d. Administration.
 - e. Equipment and vehicles.
 - f. General aspects.

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SPECIFIC DUTIES

10. In order to achieve (meet) the aim and goal of CI, undermentioned duties must be executed by you conscientiously in the most effective, productive and cost-effective way possible:

a. Investigations.

②. Appreciation and Plan. You are to complete a detail information gathering appreciation and plan of your area of responsibility and it must be updated continuously. This plan is to be discussed with the unit OC' s at least once a year.

①ii. Networks. With the aid of the completed appreciations and plan, you must establish and develop an entire collection network in your area of responsibility, with reference to identified target areas. These networks must provide an overt capability to ensure readily available access to your area of responsibility.

iii. Operational capability. Your operational capability is restricted by policy to targets within the SA Army that are involved with espionage, subversion, sabotage, acts endangering security as well as terrorism, although the latter has not yet been defined.

③iv. Training. You are responsible for the training of all co-workers that you may register. Every co-worker has a unique training plan which you will implement according to improvement and testing.

v. Recruitment. All recruitment must be executed according to an authorised plan and it must be formulated in order to satisfy requirements as stated . Refer to the Recruitment Guidelines as issued . All recruitment must furthermore be executed according to standard policy and procedures. The following wrt recruitment is important:

- (1) Detail talent spotting is to take place. Consult the unit/group CI officer where necessary.
- (2) A thorough profile study must be done on the possible talent.
- (3) The candidate must be successful after the test phase.

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- (4) The candidate must be exposed continuously to re-evaluation and grading.
- (5) You have the responsibility to ensure that every candidate/talent is managed correctly according to policy, wrt registration and administration.

② vii. Deployment plan. You are to ensure that your deployment plans are complete, correct and authorised before any deployment/movement takes places.

viii. Information. The following wrt information is important:

- (1) Ensure that **ALL** information is reported to the SO2 CI Int.
- (2) You will make **NO** information available to any other persons other than the SO2 CI Int / SO1 CI, or where it has been authorised by one of the mentioned members.

① ix. Reports. Reports are to be completed according to procedure.

⑤ x. Funds and Finances. The following wrt information is important:

- (1) All finances in your possession is your responsibility.
- (2) You must administrated and co-ordinate the finances of your section.
- (3) You must ensure that members under your command adhere to the rules and regulations wrt funds and finances.
- (4) It is crucial that **NO PROMISES** wrt funds/payment be made to any co-worker without prior arrangement from SO2 CI Int/ SO1 CI.
- (5) When you have to leave the unit on official duties, you are entitled on using S & T. All S & T advances must contain an official authority number and must be submitted to the SO2 CI Systems at least **5** days before your planned departure. The SO2 CI Systems will ensure that your S & T advances reach the CS1 Duty room at least 3 days before your departure. Upon return to the unit, your S & T claim

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must be submitted to the SO2 Systems within 5 days (It must be submitted to CS1 within 7 days !!!). S & T forms must be submitted to CS1 Duty room before 1400B. Internal CS2 CI authority for staff visits, evaluations etc can be obtained from the SO2 CI Systems.

- ⑤ xi. Investigation Follow-up Log. The Investigation Follow-up Log is to be kept up to date , with all EEI' s and requirements as placed, being satisfied. This log is to travel only between the Investigation department and the SO2 CI Int.

b. Military Security.

- ⑤ i. You must continuously be alert of any CI matters (espionage, sabotage, subversion, acts endangering security as well as terrorism) that might take place in your working environment, your unit or any other unit and you must report that to your superiors without any delay.

- ii. You must ensure that physical security is applied in the section. This entails the following:

- (1) The closing of all windows at the end of the working day.
- (2) Proper access control to all offices in the section.
- (3) Switching off of all lights, computers and other electrical appliances at the end of the working day.
- (4) Ensuring that all documents and equipment are securely locked away at the end of the working day.
- (5) Ensuring that all doors are locked at the end of the working day.

- iii. Abovementioned points are also applicable when you, or another member/s, leave an office unattended during the working day.

- ① c. VIP Protection and escort duties. You must execute duties in this regard, as instructed by the VIP Protection planner / team leader, conscientiously and punctually. These orders will usually be on short notice.

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d. Administration.

- ⑤ i. You are responsible for the safekeeping of all your administration and filing. (NOTE: No administration is to be stored with the processing Section.)
- ⑥ ii. All operational administration must be completed according to policy and procedures.
- iii. Filing must be at all times be in order.
- iv. All outgoing documentation will be logged in an OUTGOING REGISTER and a signature and force number will be obtained when documents are handed over to another person / department.
- v. All outgoing files (back to Reg) will be logged in the FILE REGISTER and returned to Registry without delay. A force number and a signature will be obtained from the Reg Clerk.
- vi. All documents for filing at Reg will be noted in detail in the OUTGOING REGISTER.
- ② vii. Ensure that all work handed over to you is dealt with immediately, without any delay. Files are to be returned to Registry within the prescribed periods.
- viii. Try to complete a day's work in a day and do not leave work over for the next day. Assignments are dealt with according to target dates and times and there must be adhered to these time schedules. Work according to the priorities you set for yourself and stipulated by your department head.
- ix. Complete all administrative tasks correctly and completely according to the guidelines received from your superior.
- ⑦ x. Keep the SO2 CI Int informed about your progress in your assignments. Problems and uncertainties that might occur, must be cleared out with the SO2 CI Int immediately. It is very important to keep to set target dates.
- xi. You are responsible for the key (and the key control) of your cabinets and section.

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- ① xii. You have to ensure that all work submitted for signature is correct, free of errors, neat and tidy and that your staff work is completed. All documents must be written/typed according to the Conventions for Service Writing (CSW).
- xiii. **Security of information must be adhered to according to the policy regarding document security (SAAO GS2/3) at all times. The "need-to-know" -principle must be applied very strictly at all times.**

e. Equipment and Vehicles.

- ⑤ i. You are responsible for the safe handling and correct application/ utilisation of all equipment issued to you and / or placed under placed under your control.
- ii. You are also responsible for the correct and safe storage of all equipment under your control.
- ④ iii. You are to adhere to all applicable orders, instructions and regulations wrt any fire-arms and ammunition issued to you.
- ④ iv. You are to ensure that the vehicle, that is in your possession is handled and administered according to policy.
- ⑤ v. You are fully responsible for the vehicle allocated to you for the execution of your duties. This responsibility entails inter alia:
 - (1) To have the vehicle washed twice a week and polished twice a month.
 - (2) To ensure that the vehicle is serviced regularly and that a high level of serviceability is maintained (in conjunction with CS2 CI Log Clerk).
 - (3) To ensure that all documentation is completed correctly and that the necessary authority is obtained BEFORE making a trip.
 - (4) To ensure that you are in possession of all necessary documents required to make a trip.
 - (5) To adhere to all military regulations, as well as civilian Road Acts, while making a trip.

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- (6) Never to leave the unit with a dirty and / or unserviceable vehicle.
- (7) To ensure that the vehicle is parked safely and correctly in the Transport park after use.
- (8) To obtain the necessary authority for the vehicle to be out of the Transport Park overnight.
- (9) To ensure the safe guarding of the vehicle while out of a military unit.
- vi. You are fully responsible for all equipment entrusted and issued to you during the execution of a VIP Protection task.
- vii. Ensure that your office's inventory (distribution list) is updated every time that furniture/equipment is obtained and/or handed back (in conjunction with the CS2 CI Log Clerk).
- viii. You must ensure that all stock and equipment that are entrusted to you, are cared for, is handed with care and pride, is utilised properly and that it can be accounted for at all times.
- ix. All losses that may occur, must be reported to your section head immediately.

f. General aspects.

- i. Dress. Must be worn accordingly, considering the nature of the requirements of the daily task.
- ii. Discipline. You are responsible for the maintaining of a high level of military discipline, as well as self-discipline, in the section. Only through maintaining a high level of discipline can it be possible to achieve the aim and goal of C ARMY and C SANDF.
- iii. Security. A high level and standard of security must be maintained in the daily execution of your duties. This must form an integral part of your daily life and must be applied to all your actions and activities.

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④ iv.

Unit routines. You must acquaint yourself of all parades, unit/guard duties, functions and other unit routine aspects that are applicable to you. You must adhere to the unit routines and must attend all the compulsory parades and functions. If you, for some (good) reason, can not attend, you must have yourself duly excused. It is also good manners and good discipline to attend also the non-compulsory functions.

- v. Regimental unit duties. You are also responsible for the execution of Regimental Unit duties, as published in the Unit Order Part One.

- vi. Official vacation leave and sick leave. Requests for vacation leave for less than 7 days must be submitted via your section head, via the SO2 CI Systems to the CS1 Duty room **at least 7** days in advance. Request for leave-forms can be obtained from CS1 Duty room on Mondays before 1000B only. For periods exceeding 7 days, requests must be submitted to CS1 at least 14 days prior to the planned commencing of your leave. If you are booked off from work by a medical officer, you must first submit a copy of your sick leave form to the SO2 CI Systems **BEFORE** you leave your place of work or before you can stay at home. Failure to do so can result in you being marked AWOL from work.

- vii. Official Secrets Act. You are reminded that you signed a DD1112 - Official Secrets Act. Refrain from any loose and unauthorised talk. The "need-to-know" -principle must always be applied in your conversations and in the daily execution of your duties.

- viii. Always execute your duties and responsibilities with pride, professionalism, without favouritism, with impartiality and always with respect to all persons as required.

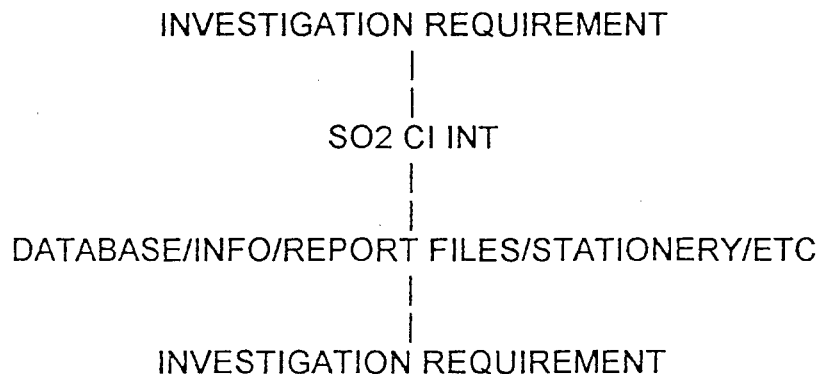
① ix.

Image to the external environment. In your contact and / or communication with other staff compartments, lower and / or higher headquarters and civilian instances, regardless of the nature of the contact and / or communication, you must always carry out an image of friendliness, helpfulness, professionalism, enthusiasm and pride. Your neatness, attitude, bearing and dress must be faultless and exemplary at all times. You must be clean, shaven, tidy and neat at all times.

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- x. Personal problems. Feel free to discuss any personal problems that may have an influence on the execution of your duties and responsibilities with your superior / section head. It will be handled with the greatest sensitivity and confidentiality.
- ⑦ xii. Channels of command. You are to adhere to the existing channels of command, as laid down by the SANDFPC, your unit commander and your section head, at all times.
- xiii. Reference Material. Normal channels of command are followed in this regard:



- ③ ix. Unit visits. You are to visit all the units in Natal Command, including the Commando units, at least ones every two months. Ensure that continuous liaison takes places between your office and that of the unit/group wrt CI-relevant aspects.
- ④ x. Channels of Communication. Establish effective and efficient channels of communication between your office and that of the units/groups, so as to ensure a quick flow of information. These channels are to be tested and utilised on a daily basis. Do not accept weak communication channels as an excuse for no communications. It is important that the unit programme/routines be considered during the planning of meetings and appointments.
- ⑦ xi. Conferences. The following is important in this regard:
 - (1) You must attend the daily operational conference at CS3.
 - (2) On the last working day of every week you must give a briefing wrt the weeks reports and any other feedback as was required.

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- (3) Ones a month a security meeting takes places in the greenroom of the White house. You must attend this meeting where you will give a review of the incidents reported for the month wrt SA Army units in the Durban Area. You will also provide an estimate of problems areas foreseen for the month to follow.
- (4) In the event of not being able to attend one of the above-mentioned conferences, you are to make prior arrangement with the SO2 CI Int for a proper replacement. You are also to inform the chair person of the arrangement.
- (5) Attend any other conferences as order from time to time.

- xii. Official working hours. Take note that official working hours are from 0730B to 1600B. This means that you must start with your daily work at 0730B, therefore the roll call parade is being held at 0720B (as according to the unit orders). You only stop working at 1600B and **not before that**. Then you start packing the contents of your desk and office away.

11. You are further responsible for the timeous execution of any other tasks / assignments that might not be included / covered in this duty sheet that may be given to you from time to time. They are legal and official orders and must be executed without delay.

12. Failure to comply with the stipulations of this duty sheet will result in legal and disciplinary actions to be taken against you.

13. You are herewith extended the best wishes of the CI Section with your appointment as SO3 CI Overt Collection in the Natal Command CS2 CI section.

SO2 COUNTER INTELLIGENCE INTELLIGENCE: MAJ
EJ/EJ

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I,
hereby acknowledge receipt of my duty sheet and take cognisance of my duties and responsibilities as stipulated. I declare that I have read through this duty sheet and that I am aware of the contents. I do understand the contents and undertake to execute my duties and responsibilities to the best of my abilities. A copy of this duty sheet is in my possession.

17/2/98

(Date)

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NATAL/CI/501/7
NATAL/203/4

Telephone: (031) 3691237
Enquiries:

Headquarters
Natal Command
P. O. Box 10004
Marine Parade
4056
13 January 1998

DUTY SHEET: SO3 COUNTER INTELLIGENCE FINANCES:

CORPS: SA INTELLIGENCE CORPS

1. Appointment. Your appointment as SO3 Counter Intelligence (CI) Finances is hereby confirmed.
2. Authority. This duty sheet replaces any other previous duty sheet/s that have been issued to you in this regard.
3. Accountability. You are accountable directly to your section head, SO2 CI Systems, for the efficient execution of all your orders and functions, as contained in this duty sheet. You must execute your duties in this section in the most productive way possible, but also with an urgent sense of thrift and cost-effectiveness.
- ④ 4. Delegation of duties. Only tasks as indicated by your department head may be delegated. You do however remain responsible and accountable directly to your department head only for the efficient execution of your duties and tasks assigned to your section. You are under the command and control of the SO2 CI Systems only. Before any absence due to leave, courses etc., you must ensure that a suitable person is appointed to act on your behalf in writing. All outstanding tasks and assignments, as well as any equipment under your control, must be handed over in writing as part of the normal handing and taking over procedures. The responsibility remains with you though.

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- ⑤ 5. Sources of reference. The execution of your duties is subject to the stipulations of the **Defence Act**, Act no 44 of 1957 (as amended), the **Military Disciplinary Code**, the **South African National Defence Force Personnel Code**, **Log Pamphlets**, **SANDF regulations, orders, policies and doctrine**, **Army Training Instructions ("LOI's")**, **Standing Operational Orders**, **SA Army orders and instructions**, as well as **Unit orders**, as laid down and being amended from time to time. It is your own responsibility to acquaint yourself with the contents of the fore mentioned documents. Remember: **IGNORANCE IS NO EXCUSE !!!**. All official relevant **CI** orders and documents are continuously applicable on you in the execution of all your duties and responsibilities.

AIM

6. Aim of CS2 CI. The aim of CS2 CI is to determine the nature, extent and time schedules of the components of the CI threat/aggressor being waged against Natal Command, consisting of espionage, sabotage, subversion, acts endangering security and lastly terrorism, either by own means or in co-operation with other Intelligence organisations.

7. Aim of duty sheet. The aim of this duty sheet is to spell out your duties and responsibilities in order to support the aim of CS2 CI in Natal Command effectively.

FUNCTIONS AND RESPONSIBILITIES

8. Your primary function is the co-ordinating of all finances in the CS2 CI section and close support to the SENTRO offices on a daily basis.

9. You are further responsible for the execution of the following functions within Natal Command:

- a. CI Fund.
- b. Military Security.
- c. VIP Protection and escorting.
- d. Administration.
- e. Equipment and vehicles.
- f. General aspects.

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SPECIFIC DUTIES

10. In order to achieve (meet) the aim and goal of CI, undermentioned duties must be executed by you conscientiously in the most effective, productive and cost-effective way possible:

a. CI Fund.

- ① i. You are to safeguard the CI Fund Impressed as per Financial regulations.
- ① ii. You are to issue advances according to the relevant instructions as per C Army/DCI/S/328/9/3/1.
- ④ iii. You are to ensure that counter claims are submitted correctly.
- ⑤ iv. Reconciliations are to be drawn up at least once a month, which is to be checked by SO1 CI, SO1 Fin and the GOC (in his absence the COS).
- v. Reconciliation is to reach C Army (GS2) by the seventh of the succeeding month.
- ④ vi. All relevant documentation is to be filed for audit purposes.
- vii. The submitting of the months (first day to last day - not the reconciliations totals) expenses by fax to C Army 22 (DCI) as per target dates as set by DCI.
- ② viii. Planning and Budgeting. You are to assist the SO2 CI Systems wrt planning and budgeting as indicated.
- ix. You are responsible for the processing of all cellular telephone accounts received from DCI.

b. Military Security.

- ⑤ i. You must follow up and report all military security matters in the prescribed manner and through the approved channels.

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- ii. You must continuously be alert of any CI matters (espionage, sabotage, subversion, acts endangering security as well as terrorism) that might take place in your working environment, your unit or any other unit and you must report that to your superiors without any delay.
- ① ii. You are responsible for the writing of signals to units under command of Natal Command to inform them about security matters, as tasked from time to time.
- iv. You must ensure that physical security is applied in the section. This entails the following:
 - (1) The closing of all windows at the end of the working day.
 - (2) Proper access control to all offices in the section.
 - (3) Switching off of all lights, computers and other electrical appliances at the end of the working day.
 - (4) Ensuring that all documents and equipment are securely locked away at the end of the working day.
 - (5) Ensuring that all doors are locked at the end of the working day.
- v. Abovementioned points are also applicable when you, or another member/s, leave an office unattended during the working day.
- b. VIP Protection and escort duties. You must execute duties in this regard, as instructed by the VIP Protection planner / team leader, conscientiously and punctually. These orders will usually be on short notice.
- c. Administration.
 - ② i. You must ensure that all the administration in your section is handled according to policies.
 - ② ii. You must ensure that all operational administration is completed according to policy and procedures.
 - ⑤ iii. You must ensure that all filing for your section are at all times in order.

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- iv. You must ensure that **all** outgoing documentation will be logged in an OUTGOING REGISTER and a signature and force number will be obtained when documents are handed over to another person / department.
- v. You will ensure that **all** outgoing files (back to Reg) will be logged in the FILE REGISTER and returned to Registry without delay. A force number and a signature will be obtained from the Reg Clerk.
- vi. You will ensure that all documents for filing at Reg will be noted in detail in the OUTGOING REGISTER.
- vii. Ensure that all work handed over to you is dealt with immediately, without any delay. Files are to be returned to Registry within the prescribed periods.
- viii. Try to complete a day's work in a day and do not leave work over for the next day. Assignments are dealt with according to target dates and times and there must be adhered to these time schedules. Work according to the priorities you set for yourself and stipulated by your department head.
- ix. Complete all administrative tasks correctly and completely according to the guidelines received from your superior.
- x.  Keep the SO2 CI Systems Security informed about your progress in your assignments. Problems and uncertainties that might occur, must be cleared out with the SO2 CI Systems immediately. It is very important to keep to set target dates.
- xi. You are responsible for the key (and the key control) of your cabinets and section.
- xii.  You have to ensure that all work submitted for signature is correct, free of errors, neat and tidy and that your staff work is completed. All documents must be written/typed according to the Conventions for Service Writing (CSW).
- xiii. **Security of information must be adhered to according to the policy regarding document security (SAAO GS2/3) at all times. The "need-to-know" -principle must be applied very strictly at all times.**

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- xiv. You are responsible for all administrative task relating to the 203/4 files.

e. Equipment and Vehicles.

- ⑤ i. You are responsible for the safe handling and correct application/ utilisation of all equipment issued to you and / or placed under placed under your control.
- ⑤ ii. You are also responsible for the correct and safe storage of all equipment under your control.
- ④ iii. You are to adhere to all applicable orders, instructions and regulations wrt any fire arms and ammunition issued to you.
- ⑤ iv. You are fully responsible for the vehicle that may be allocated to you for the execution of your duties. This responsibility entails inter alia:
 - (1) To have the vehicle washed twice a week and polished twice a month.
 - (2) To ensure that the vehicle is serviced regularly and that a high level of serviceability is maintained (in conjunction with CS2 CI Log Clerk).
 - (3) To ensure that all documentation is completed correctly and that the necessary authority is obtained BEFORE making a trip.
 - (4) To ensure that you are in possession of all necessary documents required to make a trip.
 - (5) To adhere to all military regulations, as well as civilian Road Acts, while making a trip.
 - (6) Never to leave the unit with a dirty and / or unserviceable vehicle.
 - (7) To ensure that the vehicle is parked safely and correctly in the Transport park after use.
 - (8) To obtain the necessary authority for the vehicle to be out of the Transport Park overnight.

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(9) To ensure the safe guarding of the vehicle while out of a military unit.

- ④v. You are fully responsible for all equipment entrusted and issued to you during the execution of a VIP Protection task.
- vi. Ensure that your office's inventory (distribution lists) is updated every time that furniture / equipment is obtained and / or handed back (in conjunction with the CS2 CI Log Clerk).
- ⑤vii. You must ensure that all stock and equipment that are entrusted to you, are cared for, are handed with care and pride, are utilised properly and that it can be accounted for at all times.
- viii. All losses that may occur, must be reported to your section head immediately.

f. General aspects.

- ⑩i. Security. A high level and standard of security must be maintained in the daily execution of your duties.
- ii. Unit routines. You must acquaint yourself of all parades, unit/guard duties, functions and other unit routine aspects that are applicable to you. You must adhere to the unit routines and must attend all the compulsory parades and functions. If you, for some (good) reason, cannot attend, you must have yourself duly excused. It is also good manners and good discipline to attend also the non-compulsory functions.
- iii. Proper authority must be obtained (in the form of a gate pass) from the SO2 CI Systems before leaving the unit during working hours.
- iv. You are also responsible for the execution of Regimental Unit duties and guard duties, as published in the Unit Order Part One.
- v. Official Secrets Act. You are reminded that you signed a DD1112 - Official Secrets Act. Refrain from any loose and unauthorised talk. The "need-to-know" -principle must always be applied in your conversations and in the daily execution of your duties.
- vi. Always execute your duties and responsibilities with pride, professionalism, without favouritism, with impartiality and always with respect to all persons as required.

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- vii. Image to the external environment. In your contact and / or communication with other staff compartments, lower and / or higher headquarters and civilian instances, regardless of the nature of the contact and / or communication, you must always carry out an image of friendliness, helpfulness, professionalism, enthusiasm and pride.
- viii. Your neatness, attitude, bearing and dress must be faultless and exemplary at all times. You must be clean, shaven, tidy and neat at all times.
- ix. Personal problems. Feel free to discuss any personal problems that may have an influence on the execution of your duties and responsibilities with your superior / section head. It will be handled with the greatest sensitivity and confidentiality.
- ⑦ x. Channels of command. You are to adhere to the existing channels of command, as laid down by the SANDFPC, your unit commander and your section head, at all times.
- xi. Dress. Must be worn accordingly, considering the nature of the requirements of the daily task.
- ⑥ xii. Discipline. You are responsible for the maintaining of a high level of military discipline, as well as self-discipline, in the section. Only through maintaining a high level of discipline can it be possible to achieve the aim and goal of C ARMY and C SANDF.
- xiii. Official vacation leave and sick leave. Requests for vacation leave for less than 7 days must be submitted via your section head, via the SO2 CI Systems to the CS1 Duty room **at least 7** days in advance. Request for leave-forms can be obtained from CS1 Duty room on Mondays before 1000B only. For periods exceeding 7 days, requests must be submitted to CS1 at least 14 days prior to the planned commencing of your leave. If you are booked off from work by a medical officer, you must first submit a copy of your sick leave form to the SO2 CI Systems **BEFORE** you leave your place of work or before you can stay at home. Failure to do so can result in you being marked AWOL from work.

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- xiv. Conferences. You will assist the SO2 CI Systems wrt the attendance of conferences and will be instructed by the SO2 CI Systems wrt this aspect. In the event of not being able to attend a conference, you are to make prior arrangement with the SO2 CI Systems for a proper replacement. You are also to inform the chair person of the arrangement.
- xv. Official working hours. Take note that official working hours are from 0730B to 1600B. This means that you must start with your daily work at 0730B, therefore the roll call parade is being held at 0720B (as according to the unit orders). You only stop working at 1600B and **not before that**. Then you start packing the contents of your desk and office away.
- xvi. Absence of SO2 CI Systems. In the absence of the SO2 CI Systems you will follow the chain of command wrt any problems, request etc. that you might have.
- xvii. Information. The following wrt information is important:
- (1) Ensure that **ALL** information is reported to the SO2 CI Systems.
 - (2) You will make **NO** information available to any other persons other than the SO2 CI Systems and SO1 CI, or where it has been authorised by the SO2 CI Systems or the SO1 CI.
- xviii. Funds and Finances. The following wrt Funds and Finances are important:
- (1) All finances in your possession are your responsibility.
 - (2) You must administrate and co-ordinate the finances of your section.
 - (3) You must ensure that members under your command adhere to the rules and regulations wrt funds and finances.
 - (4) When you have to leave the unit on official duties, you are entitled on using S & T. All S & T advances must contain an official authority number and must be submitted to the SO2 CI Systems at least **5** days before your planned

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departure. The SO2 CI Systems will ensure that your S & T advances reach the CS1 Duty room at least 3 days before your departure. Upon return to the unit, your S & T claim must be submitted to the SO2 Systems within 5 days (It must be submitted to CS1 within 7 days !!!). S & T forms must be submitted to CS1 Duty room before 1400B. Internal CS2 CI authority for staff visits, evaluations etc. can be obtained from the SO2 CI Systems.

11. You are further responsible for the timeous execution of any other tasks / assignments, which might not be included / covered in this duty sheet, which may be given to you from time to time. They are legal and official orders and must be executed without delay.
12. Failure to comply with the stipulations of this duty sheet will result in legal and disciplinary actions to be taken against you.
13. You are herewith extended the best wishes of the CI Section with your appointment as the SO3 CI Finances in the Natal Command CS2 CI section.

SO2 COUNTER INTELLIGENCE SYSTEMS: LT CDR

EJ/EJ

I,
hereby acknowledge receipt of my duty sheet and take cognisance of my duties and responsibilities as stipulated. I declare that I have read through this duty sheet and that I am aware of the contents. I do understand the contents and undertake to execute my duties and responsibilities to the best of my abilities. A copy of this duty sheet is in my possession.

17/02/98

(Date)

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**NATAL/CI/501/7
NATAL/203/4**

Telephone: (031) 3691237
Enquiries:

Headquarters
Natal Command
P. O. Box 10004
Marine Parade
4056
January 1998

DUTY SHEET: SO3 COUNTER INTELLIGENCE PERSONNEL (ADMIN):

CORPS: SA INTELLIGENCE CORPS

1. Appointment. Your appointment as SO3 Counter Intelligence (CI) Personnel (admin) is hereby confirmed.
2. Authority. This duty sheet replaces any other previous duty sheet/s that have been issued to you in this regard.
3. Accountability. You are accountable directly to your section head, SO2 CI Systems, for the efficient execution of all your orders and functions, as contained in this duty sheet. You must execute your duties in this section in the most productive way possible, but also with an urgent sense of thrift and cost-effectiveness.
- ⑩ 4. Delegation of duties. You may delegate tasks according to the guideline stipulated by the SO2 CI Systems. You do however remain responsible and accountable directly to your department head only for the efficient execution of your duties and tasks assigned to your section. You are under the command and control of the SO2 CI Systems only. Before any absence due to leave, courses etc., you must ensure that a suitable person is appointed to act on your behalf in writing. All outstanding tasks and assignments, as well as any equipment under your control, must be handed over in writing as part of the normal handing and taking over procedures. The responsibility remains with you though.

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5. Sources of reference. The execution of your duties is subject to the stipulations of the **Defence Act**, Act no 44 of 1957 (as amended), the **Military Disciplinary Code**, the **South African National Defence Force Personnel Code**, **Log Pamphlets**, **SANDF regulations, orders, policies and doctrine**, **Army Training Instructions** ("LOI's"), **Standing Operational Orders**, **SA Army orders and instructions**, as well as **Unit orders**, as laid down and being amended from time to time. It is your own responsibility to acquaint yourself with the contents of the fore mentioned documents. Remember: **IGNORANCE IS NO EXCUSE !!!**. All official relevant **CI** orders and documents are continuously applicable on you in the execution of all your duties and responsibilities.

AIM

6. Aim of CS2 CI. The aim of CS2 CI is to determine the nature, extent and time schedules of the components of the CI threat/aggressor being wagged against Natal Command, consisting of espionage, sabotage, subversion, acts endangering security and lastly terrorism, either by own means or in co-operation with other Intelligence organisations.
7. Aim of duty sheet. The aim of this duty sheet is to spell out your duties and responsibilities in order to support the aim of CS2 CI in Natal Command effectively.

FUNCTIONS AND RESPONSIBILITIES

8. Your primary function is personnel support to the members of the CS2 CI section in the Natal Command responsibility area.
9. You are further responsible for the execution of the following functions within Natal Command:
- a. Military Security.
 - b. VIP Protection and escorting.
 - c. Administration.
 - d. Equipment and vehicles.
 - e. General aspects.

SPECIFIC DUTIES**CONFIDENTIAL**

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10. In order to achieve (meet) the aim and goal of CI, undermentioned duties must be executed by you conscientiously in the most effective, productive and cost-effective way possible:

a. Military Security.

- i. You must follow up and report all military security matters in the prescribed manner and through the approved channels.
- ii. You must continuously be alert of any CI matters (espionage, sabotage, subversion, acts endangering security as well as terrorism) that might take place in your working environment, your unit or any other unit and you must report that to your superiors without any delay.
- iii. You are responsible for the writing of signals to units under command of Natal Command to inform them about security matters, as tasked from time to time.
- iv. You must ensure that physical security is applied in the section. This entails the following:
 - (1) The closing of all windows at the end of the working day.
 - (2) Proper access control to all offices in the section.
 - (3) Switching off of all lights, computers and other electrical appliances at the end of the working day.
 - (4) Ensuring that all documents and equipment are securely locked away at the end of the working day.
 - (5) Ensuring that all doors are locked at the end of the working day.
- v. Abovementioned points are also applicable when you, or another member/s, leave an office unattended during the working day.

- b. VIP Protection and escort duties. You must execute duties in this regard, as instructed by the VIP Protection planner / team leader, conscientiously and punctually. These orders will usually be on short notice.

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c. Administration.

- i. You are to ensure that the roll-call register is completed correctly every day.
- ② ii. You are to ensure that the daily strength is handed in at CS1 Duty Room every day before 0830B.
- ① ii. You must ensure that on a weekly basis a copy of the roll-call register is handed in at the CS1 Duty Room every Friday before 0830B.
- iv. You must ensure that all mail, files and other documents are collected from CS1 Registry every day at 0800B, 1030B, 1330B and 1545B.
- v. You must ensure that the INCOMING LOG for is updated every time a document is received by your section.
- vi. You will ensure that all incoming documents, mail, files etc. are handed over to the SO2 CI Systems without delay.
- vii. You will ensure that a internal distribution register is kept so that it is possible to keep track of the internal (CS2 CI) flow of files, documents etc. All documents and files must be carried around in an appropriate case, bag or envelope.
- ③ viii. You will ensure that all incoming files is logged in the INCOMING FILE REGISTER and all CS2 CI members must sign for the files that are booked out to them. Internal distribution of files must also be noted in this register in the above manner.
- ix. You will ensure that all outgoing documentation is logged in an OUTGOING REGISTER ("Stuurwyserboek") and a signature and force number is obtained when documents are handed over to another person / department.
- x. You will ensure that all outgoing files (back to Reg) is logged in the FILE REGISTER and returned to Registry without delay. A force number and a signature will be obtained from the Reg Clerk.
- xi. You will ensure that all documents for filing at Reg is noted in detail in the OUTGOING REGISTER ("Stuurwyserboek").

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- xii. You are authorised to give permission to make photocopies of confidential documents for distribution. **YOU ARE NOT AUTHORISED TO HAVE PHOTOCOPIES MADE OF SECRET OR TOP SECRET DOCUMENTS.**
- xiii. You will ensure that all the internal (CS2 CI) filing is filled on the appropriate internal files. Ensure that all filing is done correctly, neatly, timely and on the right files.
- ⑤ xiv. You will ensure that the delivery of all signals and faxes to the appropriate signals/fax offices takes place. After the document is faxed through (or sent through by signal) you will ensure that the original document are collected and placed on the correct files (Reg or internal filing) or handed back to the compiler for further instructions.
- ③ xv. Ensure that all information documents, which have to be distributed to CS2 CI members, have the necessary distribution form ("read and sign") attached to and that everyone in the section reads and signs it. After distribution the documents should be placed on the applicable internal (CS2 CI) files.
- xvi. You will ensure that all delivering (and collecting) of mail, files, documents etc. to (and from) the SO1 CI's office takes places on a daily regular base.
- xvi. You will ensure that the shredding bag is locked away after hours.
- xvii. You are to ensure that all pro forma's (memo, signal, S & T advantages and claims, town pass, CINREP etc.) that are kept in the "pigeon holes", are neat, orderly, sorted and adequate at all times. (Keep the originals separately in a file and use the original to make copies from.)
- xviii. Ensure that all work handed over to you is dealt with immediately, without any delay. Files are to be returned to Registry within the prescribed periods.
- xix. Try to complete a day's work in a day and do not leave work over for the next day. Assignments are dealt with according to target dates and times and the members of the section rely on the Admin Clerk to have their work delivered to the appropriate sections on time. Work according to the priorities set for you by your section head.

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- xx. Complete all administrative tasks correctly and completely according to the guidelines received from your superior.
- xxi. Keep the SO2 CI Systems informed about your progress in your assignments. Problems and uncertainties that might occur, must be cleared out with the SO2 CI Systems immediately. It is very important to keep to set target dates.
- xxii. You are responsible for the maintaining of a high level of military discipline, as well as self-discipline, in the section. Only through maintaining a high level of discipline can it be possible to achieve the aim and goal of C ARMY and C SANDF.
- xxiii. You are responsible for the key (and the key control) of your cabinets and sections keys. The keys must be locked away in the key safe after working hours.
- xxiv. You have to ensure that all work submitted for signature is correct, free of errors, neat and tidy and that your staff work is completed. All documents must be written / typed according to the Conventions for Service Writing (CSW).
- xxv. **Security of information must be adhered to according to the policy regarding document security (SAAO GS2/3) at all times. The "need-to-know" -principle must be applied very strictly at all times.**
- xxvi. Course nomination. The following wrt Courses Nominations are of importance:
- ②(1) You are responsible for all courses nominations and withdrawals from courses for members of CS2 CI in conjunction with the SO2 CI Systems.
 - ①(2) You will inform members of CS2 CI wrt their acceptances to courses.
 - ②(3) You will keep yourself up to date wrt available courses and requirements for courses.
- xxvii. ② Career planning. In conjunction with the SO2 Systems and section heads you will do career planning for all members of CS2 CI.

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xxviii. Leave. The following wrt Leave is of importance:

- ② (1) You will do the drafting of leave planning in conjunction with the different section heads.
- (2) You will despatch all leave applications to the CS1 Duty room.
- (3) All queries wrt leave will be handel by you.

xxix. ③ You are responsible for all pay queries/problems of members of CS2 CI.

d. Equipment and Vehicles.

- i. You are responsible for the safe handling and correct application/ utilisation of all equipment issued to you and / or placed under placed under your control.
- ii. You are also responsible for the correct and safe storage of all
③ equipment under your control.
- iii. You are to adhere to all applicable orders, instructions and
⑤ regulations wrt any fire arms and ammunition issued to you.
- iv. ⑤ You are fully responsible for the vehicle that may be allocated to you for the execution of your duties. This responsibility entails inter alia:
 - (1) To have the vehicle washed twice a week and polished twice a month.
 - (2) To ensure that the vehicle is serviced regularly and that a high level of serviceability is maintained (in conjunction with CS2 CI Log Clerk).
 - (3) To ensure that all documentation is completed correctly and that the necessary authority is obtained BEFORE making a trip.
 - (4) To ensure that you are in possession of all necessary documents required to make a trip.

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- (5) To adhere to all military regulations, as well as civilian Road Acts, while making a trip.
 - (6) Never to leave the unit with a dirty and / or unserviceable vehicle.
 - (7) To ensure that the vehicle is parked safely and correctly in the Transport park after use.
 - (8) To obtain the necessary authority for the vehicle to be out of the Transport Park overnight.
 - (9) To ensure the safe guarding of the vehicle while out of a military unit.
- v. (5) You are fully responsible for all equipment entrusted and issued to you during the execution of a VIP Protection task.
- vi. (3) Ensure that your office's inventory (distribution lists) is updated every time that furniture / equipment is obtained and / or handed back (in conjunction with the CS2 CI Log Clerk).
- vii. (5) You must ensure that all stock and equipment that are entrusted to you, are cared for, are handled with care and pride, are utilised properly and that it can be accounted for at all times.
- viii. All losses that may occur, must be reported to your section head immediately.
- e. General aspects.
- i. (4) Security. A high level and standard of security must be maintained in the daily execution of your duties.
 - ii. Unit routines. You must acquaint yourself of all parades, unit/guard duties, functions and other unit routine aspects that are applicable to you. You must adhere to the unit routines and must attend all the compulsory parades and functions. If you, for some (good) reason, cannot attend, you must have yourself duly excused. It is also good manners and good discipline to attend also the non-compulsory functions.
 - iii. Proper authority must be obtained (in the form of a gate pass) from the SO2 CI Systems before leaving the unit during working hours.

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- iv. ① You are also responsible for the execution of Regimental Unit duties and guard duties, as published in the Unit Order Part One.
- v. Official Secrets Act. You are reminded that you signed a DD1112 - Official Secrets Act. Refrain from any loose and unauthorised talk. The "need-to-know" -principle must always be applied in your conversations and in the daily execution of your duties.
- vi. ⑥ Always execute your duties and responsibilities with pride, professionalism, without favouritism, with impartiality and always with respect to all persons as required.
- vii. ⑦ Image to the external environment. In your contact and / or communication with other staff compartments, lower and / or higher headquarters and civilian instances, regardless of the nature of the contact and / or communication, you must always carry out an image of friendliness, helpfulness, professionalism, enthusiasm and pride.
- viii. Your neatness, attitude, bearing and dress must be faultless and exemplary at all times. You must be clean, shaven, tidy and neat at all times.
- ix. Personal problems. Feel free to discuss any personal problems that may have an influence on the execution of your duties and responsibilities with your superior / section head. It will be handled with the greatest sensitivity and confidentiality.
- x. ⑦ Channels of command. You are to adhere to the existing channels of command, as laid down by the SANDFPC, your unit commander and your section head, at all times.
- xi. Dress. Must be worn accordingly, considering the nature of the requirements of the daily task.
- xii. ⑥ Discipline. You are responsible for the maintaining of a high level of military discipline, as well as self-discipline, in the section. Only through maintaining a high level of discipline can it be possible to achieve the aim and goal of C ARMY and C SANDF.

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- xiii. Official vacation leave and sick leave. Requests for vacation leave for less than 7 days must be submitted via your section head, via the SO2 CI Systems to the CS1 Duty room **at least** 7 days in advance. Request for leave-forms can be obtained from CS1 Duty room on Mondays before 1000B only. For periods exceeding 7 days, requests must be submitted to CS1 at least 14 days prior to the planned commencing of your leave. If you are booked off from work by a medical officer, you must first submit a copy of your sick leave form to the SO2 CI Systems **BEFORE** you leave your place of work or before you can stay at home. Failure to do so can result in you being marked AWOL from work.
- xiv. Conferences. You will assist the SO2 CI Systems wrt the attendance of conferences and will be instructed by the SO2 CI Systems wrt this aspect. In the event of not being able to attend a conference, you are to make prior arrangement with the SO2 CI Systems for a proper replacement. You are also to inform the chair person of the arrangement.
- xv. Official working hours. Take note that official working hours are from 0730B to 1600B. This means that you must start with your daily work at 0730B, therefore the roll call parade is being held at 0720B (as according to the unit orders). You only stop working at 1600B and **not before that**. Then you start packing the contents of your desk and office away.
- xvi. Absence of SO2 CI Systems. In the absence of the SO2 CI Systems you will follow the chain of command wrt any problems, request etc. that you might have.
- xvii. Information. The following wrt information is important:
- (1) Ensure that **ALL** information is reported to the SO2 CI Systems.
 - (2) You will make **NO** information available to any other persons other than the SO2 CI Systems and SO1 CI, or where it has been authorised by the SO2 CI Systems or the SO1 CI.

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xviii. ② Funds and Finances. The following wrt Funds and Finances are important:

- (1) All finances in your possession are your responsibility.
- (2) You must administrate and co-ordinate the finances of your section.
- (3) You must ensure that members under your command adhere to the rules and regulations wrt funds and finances.
- (4) When you have to leave the unit on official duties, you are entitled on using S & T. All S & T advances must contain an official authority number and must be submitted to the SO2 CI Systems at least **5** days before your planned departure. The SO2 CI Systems will ensure that your S & T advances reach the CS1 Duty room at least 3 days before your departure. Upon return to the unit, your S & T claim must be submitted to the SO2 Systems within **5** days (It must be submitted to CS1 within **7** days !!!). S & T forms must be submitted to CS1 Duty room before 1400B. Internal CS2 CI authority for staff visits, evaluations etc. can be obtained from the SO2 CI Systems.

11. You are further responsible for the timeous execution of any other tasks / assignments, which might not be included / covered in this duty sheet, which may be given to you from time to time. They are legal and official orders and must be executed without delay.

12. Failure to comply with the stipulations of this duty sheet will result in legal and disciplinary actions to be taken against you.

13. You are herewith extended the best wishes of the CI Section with your appointment as the SO3 CI Personnel (admin) in the Natal Command CS2 CI section.

SO2 COUNTER INTELLIGENCE SYSTEMS: LT CDR

EJ/EJ

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I, No

hereby acknowledge receipt of my duty sheet and take cognisance of my duties and responsibilities as stipulated. I declare that I have read through this duty sheet and that I am aware of the contents. I do understand the contents and undertake to execute my duties and responsibilities to the best of my abilities. A copy of this duty sheet is in my possession.

19.02.98

(Date)

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APPENDIX D TO MANAGEMENT DEVELOPMENT OF JUNIOR OFFICERS IN THE SA ARMY

ANALYSIS OF THE JOB DESCRIPTIONS OF JUNIOR OFFICERS AT NATAL COMMAND REGIONAL HEADQUARTERS

| SNo | Name | Total Man Tasks | Management Functions and Skills | | | | | | | | | Total Tasks |
|-------------------|--------------|-----------------------|---------------------------------|------|-----|-----|------|-----|----|-----|-----|----------------|
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | |
| 1 | Osborne | 21 | 3 | 6 | 3 | 0 | 6 | 1 | 1 | 0 | 1 | 40 |
| 2 | Pretorius | 8 | 0 | 3 | 0 | 0 | 1 | 0 | 3 | 0 | 1 | 12 |
| 3 | Erasmus | 17 | 2 | 1 | 1 | 0 | 11 | 0 | 2 | 0 | 0 | 19 |
| 4 | Molefe | 11 | 0 | 2 | 1 | 2 | 4 | 0 | 2 | 0 | 0 | 15 |
| 5 | Dixon-Smith | 10 | 1 | 2 | 1 | 1 | 4 | 0 | 1 | 0 | 0 | 13 |
| 6 | Dicks | 8 | 1 | 2 | 1 | 2 | 1 | 1 | 0 | 0 | 0 | 12 |
| 7 | Nel | 27 | 1 | 4 | 3 | 3 | 5 | 4 | 4 | 3 | 0 | 40 |
| 8 | Blanckenberg | 9 | 1 | 2 | 0 | 1 | 1 | 2 | 1 | 0 | 1 | 13 |
| 9 | Jacobs | 15 | 1 | 3 | 2 | 1 | 3 | 0 | 4 | 0 | 1 | 16 |
| 10 | Peter | 19 | 3 | 3 | 0 | 3 | 4 | 1 | 3 | 2 | 0 | 34 |
| 11 | Thompson | 21 | 2 | 8 | 3 | 1 | 3 | 1 | 1 | 2 | 0 | 29 |
| 12 | Msweli | 18 | 3 | 2 | 1 | 1 | 3 | 1 | 3 | 1 | 3 | 30 |
| 13 | Lubbe | 10 | 1 | 2 | 1 | 1 | 4 | 0 | 1 | 0 | 0 | 13 |
| 14 | Jonck | 28 | 5 | 4 | 1 | 1 | 7 | 1 | 8 | 1 | 0 | 54 |
| 15 | Dreyer | 27 | 5 | 3 | 0 | 3 | 11 | 1 | 4 | 0 | 2 | 32 |
| 16 | Dlamini | 31 | 2 | 7 | 6 | 2 | 6 | 3 | 3 | 0 | 2 | 35 |
| TOTAL | | 280 | 31 | 54 | 24 | 22 | 74 | 16 | 41 | 9 | 11 | 407 |
| PERCENTAGE | | 68.8 | 7.6 | 13.2 | 5.8 | 5.4 | 18.1 | 3.9 | 10 | 2.2 | 2.7 | 100 |
| PRIORITY | | | 4 | 2 | 5 | 6 | 1 | 7 | 3 | 9 | 8 | |

Key to Management Functions and Skills

- 1: Policy Making
- 2: Planning
- 3: Organising
- 4: Leading
- 5: Control and Evaluation
- 6: Management of Conflict and Change
- 7: Communication
- 8: Negotiation
- 9: Decision-making

Total Tasks: Total number of tasks allocated to an individual in his/her job description.

Total Management Tasks: Total number of tasks identified as containing one of the management skills or functions.

Priority List Identified:

| Management Function/ Skill | Number of posts | % | Priority |
|---------------------------------------|----------------------------|----------|-----------------|
| Control and Evaluation | 74 | 35.6 | 1 |
| Planning | 54 | 25.9 | 2 |
| Communication | 41 | 19.7 | 3 |
| Policy-making | 31 | 14.9 | 4 |
| Organising | 24 | 11.5 | 5 |
| Leading | 22 | 10.6 | 6 |
| Management of change and conflict | 16 | 7.6 | 7 |
| Decision-making | 11 | 5.3 | 8 |
| Negotiation | 9 | 4.3 | 9 |

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(Wanneer ingevul/When completed)

**SANW / SANDF****BEVOEGDHEIDSBEOORDELING / EFFICIENCY ASSESSMENT**

Wrn/Lmn/See tot Maj/Lt Kdr

Pte/Amn/Sea to Maj/Lt Cdr

VERSLAGJAAR / ASSESSMENT YEAR

| | |
|--|--|
| | |
|--|--|

PERSOONLIKE EN DIENSBESONDERHEDE / PERSONAL AND SERVICE PARTICULARS

| | |
|--|--|
| Van / Surname | |
| Voorletters / Initials | |
| Geboorte Datum / Date of Birth | |
| Magsnommer / Force Number | |
| Kommunikasietaal / Communication Language | |
| Beroepsklas / Occupational Class | |
| Militêre Rang + Datum / Military Rank + Date | |
| Aanstelling / Appointment (Posnaam) (Post Name) | |
| Korps (Indeling) / Corp (Mustering) | |

BEOORDELAAR SE BESONDERHEDE / RATER'S PARTICULARS

| | |
|---------------------------|--|
| Van / Surname | |
| Voorletters / Initials | |
| Rang / Rank | |
| Magsnommer / Force Number | |
| Handtekening / Signature | |

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(Wanneer ingevul / When completed)

BEOORDELINGSBLAD / ASSESSMENT SHEET**PUNTE VIR TOEKENNING / MARKS FOR ALLOCATION**

1 = Onaanvaarbaar / Unacceptable
 2 = Swak / Weak
 3 = Ondergemiddeld / Below Average
 4 = Aanvaarbaar / Acceptable
 5 = Bevredigend / Satisfactory

6 = Goed / Good
 7 = Bogemiddeld / Above Average
 8 = Uitstekend / Excellent
 9 = Uitstaande / Outstanding

KOLOMME / COLUMNS

A - Beoordelaar / Rater

B - Eenheidskomitee / Unit Committee

FAKTOR 1: BESTUURSVERMOË / FACTOR 1: MANAGERIAL ABILITY

| REEKS SERIAL | ELEMENT | A | B |
|--|--|---|---|
| 1 | Beheer oor die vloei van werk Control of the flow of work | | |
| 2 | Gehalte van ondergeskiktes se werk Standard of subordinates' work | | |
| 3 | Vermoë om weksprioriteite te bepaal Ability in determining job priorities | | |
| 4 | Vermoë om doelstellings/doelwitte te bepaal Ability in determining objectives/goals | | |
| 5 | Handhawing van standaarde Upholding of standards | | |
| 6 | Voorsiening vir probleme wat mag opduik Providing against difficulties that may occur | | |
| 7 | Vermoë om tydige besluite te neem Ability to take timeous decisions | | |
| 8 | Selfvertroue Self-confidence | | |
| 9 | Oordeelsvermoë Judgement | | |
| 10 | Hantering van noodopdragte Handling of emergency assignments | | |
| Subtotaal Kolom B / Sub-total Column B | | | |

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(Wanneer ingevul / When completed)

FAKTOR 2 : WERKSVERMOË / FACTOR 2 : JOB ABILITY

| REEKS SERIAL | ELEMENT | A | B |
|-----------------|--|---|---|
| 1 | Bereidwilligheid om op eie inisiatief voort te gaan Willingness to proceed at own initiative | | |
| 2 | Nakoming van tydskedules Compliance with time tables | | |
| 3 | Gehalte van werk Standard of work | | |
| 4 | Bereidwilligheid om verantwoordelikheid te aanvaar Willingness to accept responsibility | | |
| 5 | Bydrae tot die verbetering van werksmetodes Contribution to improve work methods | | |
| 6 | Deursettingsvermoë tydens lang en moeilike take Perseverance in long and difficult tasks | | |
| 7 | Vermoë om verskeie take baas te raak Ability to cope with various assignments | | |
| 8 | Ywer om take te onderneem Eagerness to undertake assignments | | |
| 9 | Vermoë om van een taak na die volgende om te swaai Ability to switch from one task to another | | |
| 10 | Kennis van die detail van huidige werk Knowledge of the detail of present work | | |

| | |
|--|--|
| Subtotaal Kolom B / Sub-total Column B | |
|--|--|

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(Wanneer ingevul / When completed)

FAKTOR 3 : AANPASSINGSVERMOË / FAKTOR 3 : ADAPTABILITY

| REEKS SERIAL | ELEMENT | A | B |
|-----------------|---|---|---|
| 1 | Reaksie op voorstelle en kritiek Reaction to suggestions and criticism | | |
| 2 | Samewerking Co-operation | | |
| 3 | Hoflikheid en takt Tactfulness and courtesy | | |
| 4 | Vermoë om by nuwe metodes/prosedures aan te pas Ability to adapt to new methods/procedures | | |
| 5 | Beheer oor humeur onder normale omstandighede Control of temper under normal circumstances | | |
| 6 | Handhawing van dissipline Maintenance of discipline | | |
| 7 | Gesindheid teenoor die SANW Disposition towards the SANDF | | |
| 8 | Bereidwilligheid om met onaangename take te help Willingness to share in unpleasant tasks | | |
| 9 | Selfbeheersing onder moeilike omstandighede Self-control under difficult circumstances | | |
| 10 | Houding, netheid en algemene gedrag Attitude, neatness and general behaviour | | |

| | |
|--|--|
| Subtotaal Kolom B / Sub-total Column B | |
|--|--|

KOMMENTAAR DEUR DIE BEOORDELAAR / COMMENTS BY THE RATER

| |
|--|
| Beoordeling breedvoerig met lid bespreek / nie bespreek nie. Assesment discussed in detail with member / not discussed. |
| |
| |
| |
| |

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VERTROULIK / CONFIDENTIAL

(Wanneer ingevul / When completed)

ERKENNING DEUR LID / ACKNOWLEDGEMENT BY MEMBER

Ek neem kennis en aanvaar / aanvaar nie die beoordeling.
 I take cognisance and accept / do not accept the assessment.

HANDTEKENING / SIGNATUREDATUM / DATE**KOMMENTAAR DEUR DIE BEOORDEELDE LID / COMMENTS BY THE ASSESSED MEMBER**

| |
|--|
| |
| |
| |
| |
| |
| |
| |
| |

EENHEIDSKOMITEE / UNIT COMMITTEE

| LEDE / MEMBERS | VOORLETTERS EN VAN / INITIALS AND SURNAME | RANG / RANK | HANDTEKENING / SIGNATURE |
|--------------------------|---|----------------|--------------------------|
| Voorsitter / Chairperson | | | |
| Sekretaris / Secretary | | | |
| Lede / Members | 1. _____ 2. _____ | _____ _____ | _____ _____ |

BLOK 1 / BLOCK 1

Potensiaal / Potential : A / B / C / D / E

Opleiding / Training : U / K / O

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VERTROUWLIK / CONFIDENTIAL

(Wanneer ingevuld / When completed)

KOMMENTAAR DEUR EENHEIDSKOMITEE / COMMENTS BY THE UNIT COMMITTEE

| | |
|--|--|
| | |
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| | |

OPMERKINGS DEUR BEVELVOERDER / DIREKTEUR
REMARKS BY OFFICER COMMANDING / DIRECTOR

[illegible]

BLOK 2 / BLOCK 2

Toekomstige aanwending (Siegs Maj/Lt Kdr) / Future utilization (Only Maj/Lt Cdr) : N / S / P

Potensiaal / Potential : A / B / C / D / E

Onderskrywing / Confirmation : Ja / Nee Yes / No

VERTROULIK / CONFIDENTIAL

VERTROULIK / CONFIDENTIAL

(Wanneer ingevul / When completed)

FINALE BEREKENING / FINAL CALCULATION

| Faktor Factor | Subtotaal Kolom B / Sub-total Column B |
|------------------|---|
| 1 | |
| 2 | |
| 3 | |
| Totaal Total | |

BEREKENING / CALCULATION

| | | | | |
|---------------------|---|--|---|-----------------------------------|
| | + | | = | _____ |
| (Totaal / Total) | | (Aantal elemente beoordeel / Number of elements assessed) | | Gemiddelde Punt / Average Mark |

KOMMENTAAR DEUR FUNKSIONELE DIREKTEUR BY WEERMAGSDEELHOOFKWARTIER
 COMMENTS BY FUNCTIONAL DIRECTOR AT ARM OF THE SERVICE HEADQUARTER

| | |
|--|--|
| Toekomstige aanwending (Slegs Maj/Lt Kdr) / Future utilization (Only Maj/Lt Cdr) : N / S / P | |
| Kommentaar / Comments : | |
| <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 45%;"> <p style="margin: 0;">HANDTEKENING / SIGNATURE</p> <p style="margin: 0;">Aanstelling / Appointment : _____</p> </div> <div style="width: 45%; text-align: right;"> <p style="margin: 0;">DATUM / DATE</p> </div> </div> | |

VERTROULIK / CONFIDENTIAL

APPENDIX F TO MANAGEMENT DEVELOPMENT OF JUNIOR OFFICERS IN THE SA ARMY

ANALYSIS OF THE PERFORMANCE EVALUATION CRITERIA OF JUNIOR OFFICERS IN THE SA ARMY

| FACTOR | TE | TM | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|--------------------|-----|------|---|------|-----|------|------|-----|-----|---|-----|
| Managerial Ability | 10 | 10 | 0 | 4 | 0 | 2 | 3 | 0 | 0 | 0 | 1 |
| Job Ability | 10 | 4 | 0 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| Adaptability | 10 | 3 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 0 |
| Total | 30 | 17 | 0 | 5 | 1 | 4 | 4 | 1 | 1 | 0 | 1 |
| Percentage | 100 | 56.6 | 0 | 29.4 | 5.8 | 23.5 | 23.5 | 5.8 | 5.8 | 0 | 5.8 |

Key:

TE: Total Elements evaluated

TM: Total elements identified as containing management functions or skills

1: Policy Making

2: Planning

3: Organising

4: Leading

5: Control and Evaluating

6: Management of change and conflict

7: Communication

8: Negotiation

9: Decision-Making

Identification of priorities:

| Management Function/ Skill | Number of elements | % | Priority |
|--------------------------------------|--------------------------|------|----------|
| Planning | 5 | 29.4 | 1 |
| Leading | 4 | 23.4 | 2 |
| Control | 4 | 23.4 | 2 |
| Organising | 1 | 5.8 | 3 |
| Management of Change and Conflict | 1 | 5.8 | 3 |
| Communication | 1 | 5.8 | 3 |
| Decision-making | 1 | 5.8 | 3 |
| Policy-making | 0 | 0 | 4 |
| Negotiation | 0 | 0 | 4 |

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C ARMY/D TRG/103/1/8/5

CURRICULUM

OFFICERS FORMATIVE
(LTS/MTS/STS MEMBERS)

DIRECTOR TRAINING: BRIG

ON

15 Oct 1996

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AMENDMENT PAGE

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INTRODUCTION

1. This curriculum contains the minimum requirements for a student to be accepted as an officer in the SA Army. These standards must also be acceptable to the rest of the SANDF.
2. The present-day officer is exposed to increasingly higher demands and he must therefore start his career by mastering basic skills in order to function effectively as a junior leader.

TARGET GROUP

3. This course is designed for potential officers from the ranks of the SA Army, as well as directly appointed officers.

ENTRY REQUIREMENTS

4. To be accepted on the course the candidate must have:
 - a. Successfully completed basic training,
 - b. already been appointed as an officer or have been selected by an SA Army Officers selection board from the ranks; and
 - c. been declared medically fit (G1K1).

COURSE AIM

5. The aim of the Formative Course is to furnish officers and candidate officers with the required knowledge, skills and attitudes to serve as officers in the SA Army.

OVERALL OBJECTIVES

6. The successful completion of the course, based on this curriculum will enable the student to:
 - a. Module A: Theory of Officership. On completion of the module the student must have acquired a knowledge of, and insight into, the theory of officership, reveal potential adaptability with regards to the 12 dimensions of officership, as well as the ability to influence subordinates in a disciplined and responsible manner as determined by the SA Army.

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- b. Module B: Theory of Leadership. On completion of the module the student must have acquired a knowledge of, and insight into, the theory of officership, reveal potential adaptability with regards to the 12 dimensions of officership, as well as the ability to influence subordinates in a disciplined and responsible manner as determined by the SA Army.
- c. Module C: Communication. On completion of the course the student must possess the acquired knowledge of written, verbal and non-verbal communication abilities (within the military as well as the civilian environment and must be able to conduct himself/herself in at least English and one other South African language) as determined by the SA Army for Officers.
- d. Module D: Training. On completion of this course the student must be able to manage training at unit level, and carry out his/her tasks as a junior training officer.
- e. Module E: General Military Knowledge. On completion of this module the student must know the following:
 - i. The organization of the SANDF.
 - ii. The organization of the SA Army.
 - iii. The organization and functioning of career management and personal administration at unit level.
 - iv. The organization and functioning of the intelligence system at unit level (tactical intelligence included).
 - v. The organization and functioning of the logistical system at unit level technical aspects.
 - vi. The organization and functioning of the financial system at unit level and apply technical aspects.
 - vii. The relevant military law aspects at his/her level.
 - viii. General political science aspects.
 - ix. Citizen education.

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5. Relations Between Officers and Other Ranks. The student must know the following, show understanding in, apply, analyze, synthesize and evaluate (cognitive levels 1-6):

- a. Definition.
- b. Difference between the role and responsibilities of officers and other ranks.
- c. The role of officers.
- d. The role of other ranks.
- e. Working relationships between officers and other ranks.
- f. Social status.
- g. Social intercourse.

6. Theory of Officership. The student must take notice and show understanding of the following (cognitive levels 1&2):

- a. Basic good manners.
- b. Introductions.
- c. The art of social conversation.
- d. Table manners.
- e. Social drinking.
- f. Attending social functions.
- g. Behavior at public places of entertainment.
- h. Arranging a social occasion.

7. Ethics in a Club. The student must take notice of and apply the following (cognitive levels 1-3):

- a. Mess etiquette.
- b. Mess membership.
- c. Rules for living-ins
- d. Booking in and out of a mess.
- e. General behavior.

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f. Mess functions.

8. Appropriate Dress. The student must take notice of and apply the following (cognitive levels 1-3):

- a. Dress regulations.
- b. Civilian dress.
- c. Dress for the spouse.
- d. Dress in the mess.

9. Officer Development. The student must take notice of and show understanding in the following (cognitive levels 1&2):

- a. Closed career system of the military.
- b. Purpose of training/development.
- c. Self development.
- d. Opportunities for further studies.

10. Cultural Visits. The student attends a cultural visit during the course.

SOURCES

- 1. SANDEF: GWU 1000
- 2. GWU 201 Part 2 (First Edition). SANDEF Service Guide for Officers.
- 3. SA ARMY: 1993. SAAO GS3/77: SA Army's Training Policy and Procedures Handbook (TPPH): Volume II: Joint Training Policy Pamphlet 5: Route marches and Preparation for Route Marches.
- 4. SA ARMY: 1987. SA Army Doctrine Bulletin no 4: Lesson Learned: Night Operations. IBN: 7610-PM-011-2269.

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MODULE B: THEORY OF LEADERSHIP

OBJECTIVES

After the completion of this course the student will be able to:

1. On completion of the module, the student must be able to reveal potential in and possess knowledge of the following disciplines and dimensions of ethics on technical level as the situation demands him/her. Excluded are the 12 officers dimensions that are evaluated continuously and during the Leadership objective. The dimensions of ethics are:

2. Chapter 1: Introduction. (cognitive levels 1-2)

- a. Keegan's 13 factors that will have an effect on the modern battlefield.
- b. Skills expected from the officer of the future.
- c. The main functions and tasks of the SA Army.

③ Chapter 2: Concepts of Leadership. (cognitive levels 1-6)

- a. The definition of military leadership.
- b. The military leader.
- c. Efficient leadership.
- d. Leadership traits.
- e. Leadership principles.
- f. The basic responsibilities of a commander.
- g. Leadership action and orders.
- h. An efficient unit.
- i. Exercising command.
- j. Accompaniments of command.
- k. The ultimate aim of leadership.

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④ Chapter 3: Elements and Implementation of Leadership. (cognitive levels 1-6)

- a. Elements of military leadership.:
 - i. Approach.
 - ii. The leader.
 - iii. The group.
 - iv. The situation.
- b. Implementation of leadership:
 - i. Introspection.
 - ii. Action and orders.
 - iii. Communication.
 - iv. Supervision.
 - v. Evaluation.

⑤ Chapter 4: The Theory of Group-forming and The Leader. (cognitive levels 1-6)

- a. Man as a Social Being
 - i. Man's connection with groups.
 - ii. Group membership.
 - iii. The group.
 - iv. Group goals.
- b. The Leader and the Group
- c. Individual differences among people.
- d. Roots of behavior.
- e. Basic human needs.

⑥ Chapter 5: Group Dynamics. (cognitive levels 1-6)

- a. Forming of formal groups.
- b. Informal group forming.
- c. Behavioral changes.
- d. Functions in maintaining the group.

⑦ Chapter 6: Basic Approaches to Leadership. (cognitive levels 1-6)

- a. Characteristic approach.
- b. Situation approach.
- c. Kinds of leaders:
 - i. Formal.
 - ii. Informal.
- d. Styles of leadership:
 - i. Autocratic.
 - ii. Democratic.
 - iii. Laissez-faire.
 - iv. Transformal.

8. Chapter 7: Leadership Traits. (cognitive levels 1-6)

9. Functions of leaders. (cognitive levels 1-6)

⑩ Hints to leaders. (cognitive levels 1-6)

- a. The leader must start leading.
- b. The leader must know his/her group.
- c. The leader must be accepted by the group.
- d. The leader must excite and maintain interest in the group.
- e. The leader co-ordinates the group activities.

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- f. The leader must promote participation in group activities.
- g. The leader must promote communication.
- h. The leader must be able to convey ideas.
- i. The leader must lead discussions.
- j. The leader must be positive in his attitude towards members.
- k. The leader must give orders.
- l. The leader must exercise discipline.
- m. The leader must solve group problems.
- n. Problems between groups.

⑪. Chapter 10: Solving Leadership Problems and Verbal Orders.
(cognitive levels 1-6)

- a. Solution to problems.
- b. Pitfalls.
- c. Verbal orders will be evaluated during Letra and Leadership Games.
- d. Requirements.

12. Chapter 11: Elementary Military Command. (cognitive levels 1-6)

- a. Definition.
- b. Functions of command.
 - i. Planning.
 - ii. Organising.
 - iii. Leading.
 - iv. Co-ordinating.
 - v. Control.

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13. Chapter 12: Motivation. (cognitivel levels 1-6)

- a. Introduction.
- b. Guidelines for motivation.
- c. Motivation theories:
 - i. Maslow diagram.
 - ii. Herzberg.

14. Chapter 13: Evaluation of Leadership

- a. Morale
 - i. General definition.
 - ii. To determine morale.
 - iii. To develop morale.
- b. Esprit de Corps
 - i. General definition.
 - ii. Evaluation of Esprit de Corps.
 - iii. To develop Esprit de Corps.
- c. Discipline.
 - i. General definition.
 - ii. To determine discipline.
 - iii. To develop discipline
- d. Proficiency
 - i. General definition.
 - ii. Evaluation of proficiency.
 - iii. To develop proficiency.

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15) Chapter 14: Principles of Leadership. (cognitive levels 1-6)

- a. Responsibility towards yourself.
 - i. Be technically and tactically proficient.
 - ii. Know yourself and seek self improvement.
 - iii. Set the example.
 - iv. Seek responsibility and take responsibility for your actions.
- b. Responsibility towards the task.
 - i. Ensure that the task is understood, supervised and accomplished.
 - ii. Make sound and timely decisions.
- c. Responsibility towards subordinates.
 - i. Know your people and look after their welfare.
 - ii. Keep your people informed.
 - iii. Train the group to act as a team.
 - iv. Develop a sense of responsibility among subordinates.
 - v. Employ a group according to their capabilities.

16) Chapter 15: Fear, Rumors, Panic and Combat Effectiveness.

- a. The concept of fear.
 - i. General nature.
 - ii. Psychological angles.
 - iii. Mastering fear.
- b. Rumors
 - i. General nature.
 - ii. Specific control measures.

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c. Panic.

- i. General nature.
- ii. Conditions of panic, how to recognise and compensate for it.
- iii. Logical course of action.

d. Fighting spirit.

- i. To regain combat effectiveness.
- ii. Maintenance of combat effectiveness through esprit de corps.

17. Chapter 16: Fundamental Military Leadership. (cognitive levels 1-6)

a. Foundations of Military Leadership.

- i. People of character required.
- ii. Professional competence.
- iii. Correct course and timely actions.
- iv. Human unstanding.
- v. Capacity to manage.

b. Special Problems of Command.

- i. Maintenance of discipline.
- ii. Absence without leave.
- iii. Handling of complaints.
- iv. Delivery of mail.
- v. Personal problems.
- vi. Pride and esprit de corps.
- vii. Morale.
- viii. Goodwill.
- ix. Personal popularity.

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- x. Ability to get along with people.
- xi. Importance of the word "NO".
- xii. Reward and punishment.
- xiii. Understanding the course of war.
- xiv. Officer - other rank relations.
- c. Leadership in training.
 - i. Training and use of NCOs.
 - ii. To sweat saves blood.
 - iii. Summary.

18. Chapter 17: Corrective Training and Inspection. (cognitive levels 1-6)

- a. Aim of corrective training.
- b. Method of control for corrective training.
- c. Importance of inspection.
- d. Aim of inspection.
- e. Junior leaders inspection responsibility.
- f. Planning of inspections.
- g. Carrying out inspections.
- h. The correction of inspection groups.
- i. Hints to keep the respect of subordinates.

19. Leadership Models. This part of leadership will give the student insight in the various models that were developed for assessment and evaluation of leadership from the perspective of the leader and the subordinate. The following models will be dealt with, as well as its application, advantages and disadvantages.

- a. Fudler Model.
- b. Leadership continuum by Tannenbaun and Schmidt.
 - i. Managerial grid of Blake and Mouton.

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- ii. Hersy and Blanchard.
- iii. Leader participation model.

20. Case studies must be incorporated into lectures as indicated in the lesson schedule for Leadership. This will give the student the necessary practical insight into the theory of leadership and develop his cognitive levels. Main module evaluations will also incorporate case studies done up to date to facilitate in giving all asked examples.

21. Verbal Orders. Throughout the course the student is evaluated on Letra exercises, leadership games and the leadership exercise. The evaluation focuses on the dynamics of the concept of command initiative in verbal orders. The 12 officers dimensions are also evaluated and feedback given to the student. The initial focus are based on instruction methods for the student to familiarize himself/herself with the elementary contents, but then it becomes progressively more difficult and the focus is shifted to the dynamics of the planning process and problem-solving. The requirements and characteristics of orders are also established in the process.

SOURCES

1. SA ARMY: 1990. Aide Memoir: Low level command and control capabilities VERW NO: 01/06/88/1000/6A/M LCCC. IBN 7610 - PM -016-9384.
2. SA ARMY: 1994. Military Leadership Precs.
3. SA ARMY: 1981. Theory of Military Leadership. AO/V/28/1

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MODULE C: COMMUNICATION

OBJECTIVE

On completion of the course the student must be able to:

1. Achieve the standard set by the SA Army for young officers in terms of verbal, written and non-verbal communication. This module consists of the following three objectives:

- a. Written communication.
- b. Verbal communication.
- c. Non-verbal communication.

②. Theory of Communication. On completion of the course, the student must be able to apply the following:

- a. The techniques of effective communication.
- b. The nature and elements of one-way and two-way communication.
- c. The reasons for communication.
- d. The difference between verbal and non-verbal communication.
- e. The communication channels and forms of communication in the organization.
- f. The factors hampering communication.
- g. Interpret the behavior of another person during the communication process by:
 - i. Identifying specific behavioral patterns.
 - ii. To understand the causes of specific behavioral patterns.
 - iii. To apply the techniques that can be implemented to overcome negative behavioral patterns.

③. Written Communication. On completion of the course the student must be able to name, discuss and apply the following:

- a. The aim of CSW.
- b. The characteristics of CSW.

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- c. The aspects related to style.
- d. Basic rules for lay-out of service writing.
- e. The conventions of service writing in general, written communication.
- f. Understand the aim and uses of the rules, as well the layout of the following service correspondence:
 - i. Routine letters.
 - ii. Semi-formal letters.
 - iii. Official letters.
 - iv. Statements and statements under oath.
 - v. Invitations and replies.
 - vi. Signal messages.
 - vii. Memorandums.
 - viii. Agenda and Minutes
 - ix. Staff Paper
 - (1) The student's knowledge of the approach, planning, structuring and composition of a staff paper is extended.
 - (2) Knowledge is gained wrt the layout.
 - (3) During the course the student must give in three staff papers which will be processed to an average mark and form part of the practical mark.
- g. Compile and draw up the above according to a given situation.

4. Verbal Communication. On completion of the course the student must be able to show insight in, and apply the following:

- a. Deliver a prepared speech on a given subject.
- b. Deliver a impromptu speech on a given subject.
- c. The set practical objectives is further achieved by presentations in the other modules.

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SOURCES

1. CSW Textbook
2. Training and Communication Precis

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MODULE D: TRAINING

OBJECTIVE

On completion of the course the student must be able to:

1. Achieve the training requirements set by the SA Army under all circumstances.

2. On completion of the course, the student must have taken cognizance of, show insight in, and must be able to apply the following:

- a. The aim of training.
- b. The Army's training system.
- c. The theory of learning.
- d. The theory of instruction.
- e. The various activities of instruction. These activities are:
 - i. Preparations.
 - ii. Introduction.
 - iii. Conclusion.
 - iv. Variation of stimuli.
 - v. Silence and non-verbal indicators.
 - vi. Question techniques.
 - vii. Confirmation.
 - viii. Participation.
- f. Implementing the following aspects during a lecture in order to vary stimuli:
 - i. Movement.
 - ii. Gestures.
 - iii. Voice modulation.
 - iv. Silence/Pause.

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- v. Changing of sensorial channels.
- g. Differentiation between, and applying the following types of questions:
 - i. Reproductive questions.
 - ii. Productive questions.
- h. Getting student participation during lectures by using the following:
 - i. Introduction.
 - ii. Variation of stimuli.
 - iii. Question techniques.
 - iv. Feedback.
 - v. Confirmation.
- i. Planning and preparing a lecture/lesson through the drafting of a lecture plan.
- j. Presenting a lecture/lesson by making use of a lecture plan.
- k. Selecting the appropriate media for the lesson contents, the target group and available facilities.
- l. Effective use of the media that are available in a unit.
- m. Supervising subordinates. This objective is reached during participation in Letra exercises (control dimension).
- n. Evaluating effectively at technical level through personal evaluations (study programmes).
- o. Broad cognizance of the management of training at unit and sub-unit level (as well as sections and divisions).
- p. Utilising a curriculum.
- q. Utilising a weekly training program.
- r. Utilising a block programme.

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3. Criticism by the instructor during or after and evaluation on the LCCS manual is intended to be constructive and to be a projection of the desired standard that the student must reach.

SOURCES

1. SA ARMY: 1988. SAAG D TR/7: The SA Army's formal training management process and formal training plan: Additional IBN: 7610 - PM -018-3393

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MODULE E: GENERAL MILITARY KNOWLEDGE

OBJECTIVE

On completion of the course the young officer must be able to:

1. Adhere to the requirements of general military knowledge at all times as laid down by the SA Army.

2. Organization of the SANDF. (The student must only understand this section and it serves as an introduction to the functional aspects.)

- a. The origin and history of the SANDF.
- b. The purpose and function of the SANDF.
- c. Employment in the SANDF.
- d. The organization of the SANDF.
- e. The Function of the following Staff Divisions at C SANDF Level:
 - i. Personnel division.
 - ii. Intelligence division.
 - iii. Operations division.
 - iv. Logistics division.
 - v. Finance division.
- f. The Functions of the SA Army
 - i. The origin and history of the SA Army;
 - ii. The functions of the SA Army;
 - iii. The organization of the SA Army up to unit level;
 - iv. The corps of the SA Army as well as the function of each of them;
 - v. The purpose and functions of the territorial commands.

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- xix. Promotion.
- d. The officer as privileged person's responsibilities and the administrative procedures at unit level.
 - e. The procedure regarding office bearings (the officer as subject as well as the executed orders).
 - f. The procedure for inter-unit transfers of personnel.
 - g. Injury administration.
 - h. The pay system applicable to subordinates (all service categories).
 - i. The merit assessment system with respect to Junior Officers, WOs and NCOs.
 - j. The steps which may be taken against under-achievers.
 - k. How good achievement can be rewarded by the organization.
 - l. The procedure for awarding orders, medals, decorations and commendation, how the announcement of awards is made, how handing over eventually takes place.
 - m. The rules connected to post-nominal military titles.
 - n. Distinguish between the following concepts:
 - i. Promotion course.
 - ii. Efficiency course.
 - iii. On-the-job training.
 - iv. Training.
 - v. Force preparation.
 - vi. Personnel development.
 - vii. Education.
 - viii. Exposure.
 - ix. Self-enrichment/development.
 - x. Transformation training.

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xi. Bridging training.

- o. Explain the process for nominating individuals for specific training.
- p. Explain the general promotion policy in the SA Army with respect to officers and other ranks.
- q. Explain the disciplinary control measures applicable to civilian workers.

4. Intelligence, Counter-Intelligence and Communication. (cognitive levels 1-6)

a. Intelligence

- i. Distinguish between the following:
 - (1) Intelligence and information.
 - (2) Strategic and tactical intelligence.
- ii. The aim of intelligence.
- iii. The conduct of intelligence in the SANDF according to the intelligence cycle.
- iv. The responsibilities of officers and the operational staff wrt intelligence.

b. Counter-Intelligence

- i. The definition of espionage.
- ii. The different types of espionage.
- iii. The relation between espionage and subversion.
- iv. The definition of sabotage.
- v. The definition of subversion.
- vi. The aim of subversion.
- vii. The methods through which subversion may take place.
- viii. The methods of subversion which can be used against the individual.

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- ix. The factors leading to actions endangering security.
- x. The definition of physical security.
- xi. The security responsibilities of an officer.
- xii. The principals of document security.
- xiii. The aim of physical security.

5. The Management of Logistics at Unit level. (cognitive levels 1-6)

- a. The aim and function of the logistical division of a unit.
- b. The principles of logistics.
- c. The organization of a logistical unit.
- d. The control of stocks.
- e. The types of stocks accounts.
- f. The following:
 - i. Demand of equipment. (DD2779)
 - ii. Issuing equipment.
 - iii. Demand for transport. (DD 178)
- g. The classification of equipment (A and E class)
- h. The basic principles of accounting.
- i. The lifespan of stock.
- j. Storage and safe-keeping.
- k. Storage of the following:
 - i. Gas cylinders.
 - ii. Weapons.
 - iii. Tyres.
 - iv. Ammunition

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- l. Protection measures for stores.
- m. Handing and taking over procedures wrt:
 - i. The presence of both parties laying down and taking over a post .
 - ii. Procedures in the absence of a party.
 - iii. Implications for doing handing and taking over.
- n. Procedures when differences occur during stocktaking.
- o. The duties and responsibilities of a distribution account holder.
- p. The duties and responsibilities of an inventory holder.
- q. Practical exercises.

6. The Management of Finance on Unit Level. (cognitive levels 1-6)

- a. The expenditure of state funds.
- b. The handling of state money and face value documents.
- c. The following with regards to Funds and Institutions:
 - i. The aim of Funds and Institutions.
 - ii. The different types of Funds and Institutions.
 - iii. Cognizance of the general tasks appointments in Funds and Institutions section.
- d. With regards to personal financial management:
 - i. Analyze a pay advice.
 - ii. Draw up a personnel budget.

7. Military Law. (cognitive levels 1-6)

- a. The categories of persons, as stipulated in Sec 104 of the Act, who are subject to the Code of Military Discipline.
- b. The misdemeanors, as stipulated in Sec 4 - 46 of the First Schedule of the Act with regard to:

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- i. A misdemeanor.
- ii. Elements with regards to Act 10 - 20, 24 -28, 30 - 32, 33, 45 and 46 and the possible punishment thereof.
- c. Discuss the procedure and time periods relating to the completing of an account of an offence certificate (DD1).
- d. Describe the rights of as accused at a Rule 10 MDC appearance.
- e. Discuss the requirements of a lawful arrest.
- f. Mention when can you warn a person subject to the MDC instead of arresting him/her.
- g. Discuss briefly a Summary Trial regarding procedures, sentences.
- h. Name the different types of Court Martial with the presiding officers.
- i. Discuss the following types of investigations:
 - i. Rule 9 MDC investigation.
 - ii. Preliminary investigation.
 - iii. Board of inquiry.
 - iv. OC investigation/Summary investigation.
- j. Discuss the different Redress of Wrongs procedures that are used in The SANDF.
- k. What does the Defence Act consist of?
- l. Personal survival with regard to:
 - i. The legal aspects of carrying a fire arm.
 - ii. The legal implications of self-defence.
 - iii. Discuss the terms "self-defence" and "reasonable person".
 - iv. Discuss the legal use of a fire arm.
- m. Have knowledge of the following:

- i. The rules for frisking.
- ii. Procedures at a plea of not guilty.
- iii. The procedures at a plea of guilty.
- iv. The handling procedures of a board of enquiry.
- v. The aim of a preliminary investigation.
- vi. The appointment functions and requirements applicable to a commissioner of oaths, justice of the peace and a peace officer.

8. Political Science. (cognitive level 1)

- a. The four requirements of a state.
- b. The main types of states.
- c. Define the concept "government".
- d. The functions of a government.
- e. Different forms of authority.
- f. The concepts "power" and "authority".
- g. Differentiate between the following concepts:
 - i. Culture.
 - ii. Race.
 - iii. People.
 - iv. Nation.
 - v. Mobile warfare.
 - vi. REVO.
 - vii. Battlefield technology.
 - viii. Negotiation Skills.
 - ix. Visit to Military Institutions.

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9. Citizen Educationa. The Nature of Democracy:

- i. Description of democracy.
- ii. Principles of democracy.
- iii. Requirements of democracy.
- iv. Democracy in South Africa.
- v. Democracy and economic development.

b. Fundamental Rights:

- i. The elements of fundamental rights.
- ii. The stipulations for, and restrictions on, members of the SANDF in terms of the Defence Act, MDC and General Regulations.
- iii. The specific rights of members of the SANDF in terms of the MDC.

c. Mechanisms for Maintaining Democracy:

- i. The government in terms of structures, the political process and the independence of the judiciary.
 - ii. Military structures.
 - iii. Civilian-military relationships.
 - iv. A citizen.
 - v. A member of the SANDF.
- d. Logical grounds and principles of the laws of war.
 - e. The reasons for the control of armed conflict based on internationally agreed conventions.
 - f. The manner in which civilians must be treated by the occupational force.
 - g. The restrictions on the freedom of action of neutral states.
 - h. The responsibility of the commander with regards to:

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- i. Laws of war.
- ii. Assuring that the Laws of war are not contravened.
- iii. The continuous training in Law of War.
- iv. Erecting medical facilities in accordance with conventions and the liaison with civilian authorities on the handling of non-combatants.
- i. The rights of protected medical and religious personnel.
- j. The conventions applicable to warfare and the application of it during practical exercises.
- k. The restrictions on the use of specific weapons.
- l. The rules of conduct during military action.
- m. The logistical support required for humanitarian aid for the treatment of wounded prisoners of war in rear areas.

10. Revolutionary Warfare (RAP). (cognitive level 1).

- a. The definition of revolutionary warfare.
- b. The conditions responsible for the occurrence of revolutionary actions in the international system.
- c. The four strategic phases of revolutionary warfare as seen by McCuen.
- d. The strategic and tactical principles of revolutionary warfare as seen by McCuen.
- e. The characteristics of revolutionary warfare.
- f. The principles of counter-revolutionary strategy.
- g. The above-mentioned are presented to the student through relevant case studies.

11. Concepts of Warfare. (cognitive level 1)

- a. Mobile warfare.
- b. Positional warfare.

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- c. Lightning warfare.
- d. Command an initiative.
- e. Unconventional warfare.
- f. Indirect approach.
- g. The commanders core function.
- h. Center of gravity tactics.
- i. The scope of the battlefield.

12. Visit of Outside Installations. During the course a visit is conducted to a military or semi-military installation in order to introduce the student to the RSA weapons industry.

13. Modern Battlefield Technology. The aim of this section is to introduce the student to the newest technological innovations nationally as well as internationally on the technical level with regards to weapons and its support systems. The section will be handled accordingly. Students do research about a specific area or areas of development in the corps and do a presentation on the specific development.

14. Negotiation Skills. The student attends a workshop where negotiation skills, interviewing and public appearance is learned in order to prepare the student for his/her future role in the SANDF.

SOURCES

- 1. SA ARMY: 1987. Curriculum: Security module for Permanent force and NSM Basic Training and Civilian Personal In-service Training. IBN: 7610-PM-017-1927.
- 2. SANDF: 1957. Defence Act NO 44 of 1957 (MDC as amended Des 83)
- 3. SA ARMY: 1982. Musketry Training with the "R" Series Weapons: Vol 3: The R4 Rifle.
- 4. SA ARMY: 1983. Security in the SA Army: Vol 1: Handbook for Security officers. (LA/2/08/SEC) IBN 7610-AA-083-8837.
- 5. SA ARMY: 1980. Security in the SA Army: Vol 2: Security in General. (L/2/08/Sec) IBN 7610-AA-083-8837.
- 6. SA ARMY: 1987. SAAO GS1/103/87: Physical Training in the SA Army (as amended)

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7. SA ARMY: 1993. SAAO GS6/5/93: The Practise of Physical Risk Management in the SA Army.

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MODULE F: MISCELLANEOUS

OBJECTIVE

1. On completion of the course the students must have been exposed to the following:

- a. Induction.
- b. Spiritual preparedness.
- c. Physical preparedness.
- d. Military preparedness.
- e. General course administration.

2. Induction. The students must take cognizance of the following:

a. Officership

- i. Dress regulations.
- ii. Saluting and compliments.
- iii. Ceremonial aspects.

b. Leadership

- i. Verbal orders (concept of Command Initiative).
- ii. Creativity.
- iii. Inspections.
- iv. Problem solving.
- v. Group dynamics.
- vi. Academical preparedness:
 - (1) Thinking abilities.
 - (2) Study methods.
 - (3) Language skills.

c. General household aspects.

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3. Spiritual Preparedness

- a. Chaplains periods and visits.
- b. Awareness:
 - i. AIDS
 - ii. Alcohol and drug abuse.
 - iii. Healthy eating habits.

4. Physical Preparedness. Students are exposed to the following:

- a. PT.
- b. Sport.

5. Military Preparedness

- a. Officer Commanding periods.
- b. Guest speaker from the Military Academy.
- c. Parade ground activities.
- d. Inspections.
- e. Table 2 shooting exercise:
 - i. Planning.
 - ii. Shooting range procedures.
 - iii. Table shoot.
 - iv. Weaponery skills
- f. Chief Instructor periods.

6. General Course Administration

- a. Clearing-in procedures.
- b. Opening address.
- c. Evaluations.
- d. Course photo.
- e. Long weekend.

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f. Preparations for functions:

- i. Formal dinner.
 - ii. Certificate ceremony.
- g. Course debriefing.
- h. Clearing-out.
- i. Closing ceremony.

SOURCES

1. SANDF: 1978. General Communication instructions.
2. SA Army: 1988. Map reading Instructional Handbook. IBN: 7610-PM-017-8609.
2. SANDF: 1971. Parade ground Drill.
3. SANDF: 1981. SANDF Clothing prescriptions.
4. SA Army: 1971. Saluting and Homage.

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INFANTRY SCHOOL

JUNIOR TRAINING WING

OFFICERS FORMATIVE COURSE 701 G19/9802

BLOCK PROGRAMME: 19 MAY 1998 - 13 AUGUST 1998

COURSE LEADER:

| <u>Method</u> | <u>Place</u> | <u>Instructor</u> | <u>Dress</u> |
|---------------------|--------------------|-------------------------------|-----------------------|
| D : Discussion | UL : Unit lines | OC : Officer commanding | 1: Dress 2 |
| L : Lecture | LR : Lecture room | WC : JTW commander | 2: Dress 9a |
| P : Practical | TA : Training area | CL : Course leader | 3: Dress 9b |
| SL : Student lesson | PG : Parade ground | JJ : Course second in command | 4: PT dress |
| W : Written | SG : Sport ground | CS : Course sergeant major | 5: T-shirt and Nutria |
| | | OI : Officer instructors | 6: March order |
| | | GS : Guest speaker | 7: Dress 4 |

ALL LECTURES WILL BE PRESENTED IN ENGLISH AND AFRIKAANS

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER
 WEEK 1

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|--------------------------------|---|----------------------------------|---------------------------------------|-----------|--|----------------------------------|----------------------------------|-----------|---------------------------|--------------------------------------|--------------------------------------|--|
| Tu 19 May 98 | Routine | Course routine | | | | | | Physical Evaluation P/TA/CL/4 | | | | | 1630: Handing in of private weapons/ Ex Life Line |
| | | Course ad- ministration P/LR/JJ/3 | Opening address L/LR/OC/3 | Draw of equipment P/UL/CS/3 | | Course lea- der briefing L/LR/CL/3 | | | | | | | |
| We 20 May 98 | Routine | Class instr period D/LR/OI/3 | Admini- stration P/LR/OI/3 | Group dynamics/Haircut P/LR/OI/3 | | | | | | | Exercise unit parade P/PG/CS/3 | Leadership/ Offship/ Comm task | |
| Th 21 May 98 | Routine | Unit parade P/PG/OC/3 | Church parade P/UL/OI/3 | Compliments and saluting P/LR/CS/3 | | | Guards and sentries P/PG/CS/3 | | | Draw weapons P/UL/OI/3 | | Ice breaker (1830) Ex Sort Out | |
| Fr 22 May 98 | Routine | Off instr inspection P/UL/OI/3 | Dress regulations L/LR/GS/3 | | | Feedback on tasks D/LR/OI/3 | | Leadership games P/TA/OI/5 | | | | | Routine |
| Sa 23 May 98 | Weekend routine | | | | | | | | | | | | |
| So 24 May 98 | Movement to Army Battle School | | | | | | | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 2

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| Mo 25 May 98 | Junior equipment orientation course - Army Battle School | | | | | | | | | | | | |
| Tu 26 May 98 | Junior equipment orientation course - Army Battle School | | | | | | | | | | | | |
| We 27 May 98 | Junior equipment orientation course - Army Battle School | | | | | | | | | | | | |
| Th 28 May 98 | Junior equipment orientation course - Army Battle School | | | | | | | | | | | | |
| Fr 29 May 98 | Junior equipment orientation course - Army Battle School | | | | | | | | | | | | |
| Sa 30 May 98 | Movement to Infantry School | | | | | | | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 3

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|----------------|--|---|--|--|-----------------------------------|---|--|---------------------------------------|----------------------------------|---------------------------|-------------------------|---------------------------------|---|
| Mo 1 Jun 98 | Guard parade (0700) P/PG/CS/3 | | Introduction evaluation W/LR/OI/3 | | Admin period P/LR/JJ/3 | Selection of course committee P/LR/CL/3 | | Course evaluation system L/LR/CL/3 | Problem solving L/LR/CL/3 | | Orders L/LR/CL/3 | Sport briefing P/LR/GS/3 | Guards |
| Tu 2 Jun 98 | Off instr inspection (0700) P/UL/OI/3 | Fin Management L/LR/GS/3 | | General mil knowledge | | General mil knowledge | | Leadership | | Leadership | | PT P/SG/OI/4 | Guards/ Leadership task |
| | | | | Organisations of SANDF L/LR/CL/3 | | Staff paper research Activate staff paper 1 P/UL/CL/3 | | Lesson 1 L/LR/OI/3 | Lesson 2 L/LR/OI/3 | Orders/Letra P/LR/OI/3 | | | |
| We 3 Jun 98 | Routine | Course leader inspection (0700) P/UL/CL/3 | | Course committee briefing P/LR/SL/3 | Leadership | | | Officership | | Leadership | | PT P/SG/OI/4 | Guards/ Comm task (Task book 1-4) |
| | | | | | Task feedback D/LR/OI/3 | Lesson 3 L/LR/OI/3 | Lesson 4 L/LR/OI/3 | Lesson 1 L/LR/OI/3 | Lesson 2 L/LR/OI/3 | Orders/Letra P/LR/OI/3 | | | |
| Th 4 Jun 98 | Routine | Unit parade P/PG/OC/3 | Drill competition P/PG/CS/3 | Leadership | | CSW task feedback/Activate prepared speeches & staff paper 2 D/LR/OI/3 | | Unit sport parade P/SG/OC/4 | | | | | Guards/ Leadership task |
| | | | | Lesson 5 L/LR/OI/3 | Lesson 6 L/LR/OI/3 | | | | | | | | |
| Fr 5 Jun 98 | Off instr inspection (0700) P/UL/OI/3 | Rentmeest briefing (0730) P/LR/GS/3 | Fin Management L/LR/GS/3 | | Chaplains period D/LR/GS/3 | Intro exam/ Leadership task feedback D/LR/OI/3 | Officership Lesson 3 L/LR/OI/3 | Leadership games P/TA/OI/5 | | | | | Guards |
| Sa 6 Jun 98 | (0645) Roll call and 8 km route march P/TA/OI/3 | | | | Weekend routine/Guards | | | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 4

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|---|-------------------------------------|--|--|------------------------------------|--|-------------------------------|------------------------------------|-----------------------|--------------------------|-----------|----------------------|--|
| Mo 8 Jun 98 | Sub unit parade (0700) P/PG/CS/3 | | Course debrief D/LR/CL/3 | Leadership and Haircut (0930) | | | | Officership | | Leadership (Lib Class 1) | | PT SL/SG/OI/4 | Guards/ Leadership task |
| | | | | Progress test W/LR/OI/3 | Lesson 7 L/LR/OI/3 | Lesson 8 L/LR/OI/3 | Lesson 9 L/LR/OI/3 | Lesson 4 L/LR/OI/3 | Lesson 5 L/LR/OI/3 | Letra P/TA/OI/5 | | | |
| Tu 9 Jun 98 | JTW cmdr inspection (0700) P/UL/WC/1 | | | Officership progress test W/LR/OI/3 | Leadership | | | Officership | | Leadership (Lib Class 8) | | PT SL/SG/OI/4 | Trophy eve Guards/ Comm task Serial 1+2 |
| | | | | | Task feed- back D/LR/OI/3 | Lesson 10 L/LR/OI/3 | Lesson 11 L/LR/OI/3 | Lesson 6 L/LR/OI/3 | | Letra P/TA/OI/5 | | | |
| We 10 Jun 98 | Routine | Sub unit parade P/PG/CS/3 | Comm period D/LR/OC/3 | Communication | | Officership | | Leadership (Lib Class 2) | | | | PT SL/SG/OI/4 | Guards/ Leadership task |
| | | | | Prepared speeches P/LR/OI/3 | Comm task feedback P/LR/OI/3 | Lesson 7 L/LR/OI/3 | Lesson 8 L/LR/OI/3 | Letra P/TA/OI/5 | | | | | |
| Th 11 Jun 98 | Routine | Unit parade P/PG/OC/3 | Leadership | | | Communication | | Unit sport parade P/SG/OC/4 | | | | | Guards |
| | | | Task feed- back D/LR/OI/3 | Lesson 12 L/LR/OI/3 | Lesson 13 L/LR/OI/3 | Prepared speeches SL/LR/OI/3 | | | | | | | |
| Fr 12 Jun 98 | Handing in of staff paper 1 P/OI/UL/3 | Class drill P/PG/CS/3 | Handling of alcohol and drug abuse L/LR/GS/3 | Course leader period D/LR/CL/3 | Leadership | | | | | | | | Guards/ Inf School culture evening |
| | | | | | Lesson 14 L/LR/OI/3 | Lesson 15 L/LR/OI/3 | Leadership games L/LR/OI/5 | | | | | | |
| Sa 13 Jun 98 | (0645) Roll call and 12 Km route march P/TA/OI/6 | | | | | Corrective training/Weekend routine/Guards (Duty end So 14 Jun 98) | | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 5

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|--|---|-----------------------------------|--------------------------------------|----------------------------------|----------------------------------|--|--------------------------------|------------------------|--------------------------|--------------------------|---------------------------------|---|
| Mo 15 Jun 98 | Main module evaluation I: Leadership (0700) W/LR/OI/3 | | | Handling of aids L/LR/GS/3 | Admin period P/LR/JJ/3 | Leadership | | Officership | | Leadership (Lib Class 7) | | PT SL/SG/OI/4 | Leadership task |
| | | | | | | Lesson 16 L/LR/OI/3 | Lesson 17 L/LR/OI/3 | Lesson 9 L/LR/OI/3 | Lesson 10 L/LR/OI/3 | Letra P/TA/OI/5 | | | |
| Tu 16 Jun 98 | Off instr inspection (0700) P/UL/OI/3 | Sub unit parade (0730) P/PG/OI/3 | General military knowledge | | | | | | | | | PT SL/SG/OI/4 | Formal dinner task (Commit.) |
| | | | Military law L/LR/GS/3 | | | | | | | | | | |
| We 17 Jun 98 | Main module evaluation I: Officership & communication (0700) W/LR/OI/3 | | | General military knowledge | | | | | | | Leadership (Lib Class 3) | | Comm task (Serial4+5) Feedback on exam |
| | | | | Military law L/LR/GS/3 | | | | | | | Letra P/TA/OI/5 | | |
| Th 18 Jun 98 | Routine | Unit parade P/PG/OC/3 | Leadership | | | | Communi- cation task feedback D/LR/OI/3 | Unit sport parade P/SG/OC/4 | | | | Leadership re-exam (1900) | |
| | | | Ex Tow Truck P/LR/OI/3 | Task feed- back D/LR/OI/3 | Lesson 18 L/LR/OI/3 | Lesson 19 L/LR/OI/3 | | | | | | | |
| Fr 19 Jun 98 | Off instr inspection (0700) P/UL/OI/3 | Class drill (0730) P/PG/OI/3 | Leadership/Activate media reports | | | Feedback on exam D/LR/OI/3 | Chaplains period D/LR/GS/3 | Leadership | | | | Leadership task | |
| | | | Lesson 20 L/LR/OI/3 | Lesson 21 L/LR/OI/3 | Lesson 22 L/LR/OI/3 | | | Leadership games P/TA/OI/5 | | | | | |
| Sa 20 Jun 98 | (0645) Roll call and route march P/TA/OI/3 | | | | | | Corrective training/Weekend routine | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 6

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|--|---|-------------------------------|------------------------------------|---|---|--------------------------------------|--|-------------------------|--------------------------|-----------|------------------|---|
| Mo 22 Jun 98 | Off instr inspection (0650) P/UL/OI/3 | Military law examination W/LR/OI/3 | | Course debrief D/LR/CL/3 | Leadership task feedback D/LR/OI/3 | Officership | | | | Leadership (Lib Class 6) | | PT SL/SG/OI/4 | Comm task (Serial6+7) |
| | | | | | | Lesson 11 L/LR/OI/3 | Lesson 12 L/LR/OI/3 | Lesson 13 L/LR/OI/3 | Lesson 14 L/LR/OI/3 | Letra P/TA/OI/5 | | | |
| Tu 23 Jun 98 | Unit cmdr inspection (0700) P/UL/OC/1 | | | Officership | | Communication | | Leadership | | Leadership (Lib Class 4) | | PT SL/SG/OI/4 | Offship & Comm re- exam (1830) |
| | | | | Lesson 15 L/LR/OI/3 | | CSW task feedback D/LR/OI/3 | | Lesson 23 L/LR/OI/3 | Lesson 24 L/LR/OI/3 | Letra P/TA/OI/5 | | | |
| We 24 Jun 98 | Routine | Leadership | | | | Leadership progress test W/LR/OI/3 | Feedback on exam D/LR/OI/3 | Comm staff paper 1 feedback D/LR/OI/3 | Handing back of weapons | | | | Handing over of trophy/Lea- dership task |
| | | Letra P/TA/OI/5 | | | | | | | P/UL/OI/3 | | | | |
| Th 25 Jun 98 | Mil law re- exam (0500) W/LR/OI/3 | Bn parade P/PG/OC/2 | Leadership | | Officership | Payment of students P/LR/JJ/3 | | Unit sport parade P/SG/OC/4 | | | | | Routine |
| | | | Task feedback L/LR/OI/3 | Lesson 25 L/LR/OI/3 | | | | | | | | | |
| Fr 26 Jun 98 | Long weekend | | | | | | | | | | | | |
| Sa 27 Jun 98 | Long weekend | | | | | | | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:]
 WEEK 7

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|--|---|----------------------------|---------------------------------|--|-------------------------------|--|-------------------------------|------------------------|--|------------------|-----------|-------------|
| Mo 29 Jun 98 | Long weekend | | | | | | | | | | | | |
| Tu 30 Jun 98 | Routine | Haircut/General military knowledge | | | Evaluation of media reports D/LR/OI/3 | | Personal feedback D/LR/OI/3 | | Leadership | | PT SL/SG/OI/4 | Routine | |
| | | Personnel L/LR/GS/3 | | | | | | | Letra P/TA/OI/5 | | | | |
| We 1 Jul 98 | Main module evaluation II: Leadership (0700) W/LR/OI/3 | | | Communication | Leadership | | | Officership | | Draw weapons/Weapon inspection P/UL/OI&CL/3 | | Routine | |
| | | | | Prepared speeches SL/LR/OI/3 | Lesson 26 L/LR/OI/3 | Lesson 27 L/LR/OI/3 | Lesson 28 L/LR/OI/3 | Prog test W/LR/OI/3 | Lesson 17 L/LR/OI/3 | | | | |
| Th 2 Jul 98 | Routine | Unit parade P/PG/OC/3 | General military knowledge | | Military Academy briefing L/LR/GS/3 | | Unit sport parade P/SG/OC/4 | | | | | Guards | |
| | | | Finance L/LR/GS/3 | | | | | | | | | | |
| Fr 3 Jul 98 | Routine | Main module evaluation II: Officership & communication W/LR/OI/3 | | | Course leader period D/LR/CL/3 | Feedback on exam D/LR/OI/3 | Chaplains period D/LR/GS/3 | Leadership | | | | Guards | |
| | | | | | | | | Leadership games P/TA/OI/5 | | | | | |
| Sa 4 Jul 98 | Leadership re-exam (0400) W/LR/OI/3 | (0645) Roll call and 20 km route march P/TA/OI/8 | | | | | Corrective training/Weekend routine/Guards | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 8

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|---|---|-----------------------------------|------------------------------------|--------------------------------------|---------------------------------|--|-------------------------------|-----------|-----------|-----------|--|------------------------------------|
| Mo 6 Jul 98 | Routine | Sub unit parade P/PG/CS/3 | Course debrief D/LR/CL/3 | Feedback on exam D/LR/OI/3 | Leadership Lesson 29 L/LR/OI/3 | Officership | | Leadership | | | | PT SL/SG/OI/4 | Guards |
| | | | | | | Ex Crim P/LR/OI/3 | | Letra P/TA/OI/5 | | | | | |
| Tu 7 Jul 98 | Routine | Sub unit parade P/PG/CS/3 | Leadership | | | Officership | | Leadership | | | | Off-ship/ Comm re- exam (W/LR/OI/3) | Guards |
| | | | Lesson 30 L/LR/OI/3 | Lesson 31 L/LR/OI/3 | Lesson 32 L/LR/OI/3 | Ex Crim debrief L/LR/OI/3 | Lesson 18 L/LR/OI/3 | Letra P/TA/OI/5 | | | | | |
| We 8 Jul 98 | Routine | Pers exami- nation W/LR/OI/3 | General military knowledge | | | Leadership | | | | | | PT SL/SG/OI/4 | Guards Comm task (Serial 12) |
| | | | Intelligence L/LR/GS/3 | | | Letra P/TA/OI/5 | | | | | | | |
| Th 9 Jul 98 | Routine | Unit parade P/PG/OC/3 | Fin exami- nation W/LR/OI/3 | General military knowledge | | | Unit sport parade | | | | | | Guards |
| | | | | Law of armed conflict L/LR/GS/3 | | | P/SG/OC/4 | | | | | | |
| Fr 10 Jul 98 | Handing in of staff papers 2 | Class drill P/PG/CS/3 | Feedback on exam D/LR/CS/3 | Communication | | Officership | | Leadership | | | | Guards | |
| | | | | CSW task feedback D/LR/OI/3 | | Lesson 19 L/LR/OI/3 | Les 20+21 L/LR/OI/3 | Leadership games P/TA/OI/5 | | | | | |
| Sa 11 Jul 98 | Fin/pers re- exam (0400) W/LR/OI/3 | (0645) Roll call & 25 km route march P/TA/OI/8 | | | | | Corrective training/Weekend routine/Guards | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER: |
 WEEK 9

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours | |
|-----------------|---|--|--|-------------------------------------|-----------------------------------|------------------------------|-----------|--------------------------------|------------------------------|---|-----------|--|--------------------------------------|------------------------------------|
| Mo 13 Jul 98 | Intelligence examination (0700) W/LR/OI/7 | | General military knowledge | | | Leadership | | | Admin period P/LR/JJ/3 | Personal feedback/ Democracy task D/LR/OI/3 & P/UL/OI/7 | | Democracy presentation P/LR/OI/7 | Guards Comm task (Serial 13) | |
| | | | | | | | | | | | | | | Logistics L/LR/GS/7 |
| Tu 14 Jul 98 | Routine | Sub unit parade P/PG/CS/3 | Comm pe- riod D/LR/OC/3 | Communication | | Leadership | | | | | | PT SL/SG/OI/4 | Guards Speech Ga- la selection | |
| | | | | Task feedback D/LR/OI/3 | | Letra P/TA/OI/5 | | | | | | | | |
| We 15 Jul 98 | Routine | Logistics exam W/LR/OI/3 | Comm | General Military Knowledge | | | | | | | | | PT SL/SG/OI/4 | Guards Comm task (Serial 15) |
| | | | Prep of minutes | Citizenship L/LR/GS/3 | | | | | | | | | | |
| Th 16 Jul 98 | Routine | Unit parade P/PG/CS/3 | Leadership | | | | | Unit sport parade P/SG/OC/4 | | | | | Formal Dinner | |
| | | | Progress test W/LR/OI/3 | Lesson 36 - 40 L/LR/CL/3 | | | | | | | | | | |
| Fr 17 Jul 98 | Routine | Feedback on exam D/LR/OI/3 | Formal Dinner debrief D/LR/OI/3 | Communication | | Course photo P/SG/CS/2 | | Leadership | | | | | Routine | |
| | | | | CSW pro- gress test W/LR/OI/3 | CSW task feedback D/LR/OI/3 | | | Leadership games P/TA/OI/5 | | | | | | |
| Sa 18 Jul 98 | Routine | Intelligence and logistics re-examination W/LR/OI/3 | | | Weekend routine | | | | | | | | | |

Tu 14 Jul 98: Nominate members for Speech Gala evening

We 15 Jul 98: Assessment board (JTW HQ, 1100)

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER: I
 WEEK 10

ELK 10

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|--|------------------------------|----------------------------------|----------------------------------|---------------------------------|---|--------------------------------|--|-----------|---|-----------|-----------|-------------|
| Mo 20 Jul 98 | Main module evaluation III: Leadership (0700) W/LR/OI/3 | | | General mil knowledge | | Course leader period D/LR/CL/3 | Course debrief P/LR/CS/3 | Fitness Evaluation P/TA/OI/3 | | | | | Comm task |
| | | | | Political science L/LR/GS/3 | | | | | | | | | |
| Tu 21 Jul 98 | Routine | Class drill P/PG/CS/3 | Communication/Haircut | | Officership | | | Communication | | Leadership | | Study | Routine |
| | | | CSW task feedback D/LR/OI/3 | | Exercise Gentleman P/LR/OI/5 | | | Unprepared speeches P/LR/OI/3 | | Letra P/TA/OI/5 | | | |
| We 22 Jul 98 | Main module evaluation III: Officership & communication (0645) W/LR/OI/3 | | | Feedback on exam D/LR/OI/3 | Communication | | | Maintenance/Weapon inspection/Handing back of weapons P/UL/CS+OI/3 | | Payment of students P/UL/JJ+OI/3 | | Routine | |
| | | | Unprepared speeches P/LR/OI/3 | | | | | | | | | | |
| Th 23 Jul 98 | Long weekend | | | | | | | | | | | | |
| Fr 24 Jul 98 | Long weekend | | | | | | | | | | | | |
| Sa 25 Jul 98 | Long weekend | | | | | | | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 11

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|--------------------------------|---------------------------------------|------------------------------------|---|--|---------------------------------------|------------------------------------|-------------------------------|-----------|---|---|-----------------------------|-------------------------------|
| Mo 27 Jul 98 | Long weekend | | | | | | | | | | | | |
| Tu 28 Jul 98 | Routine | Preparation for drill P/PG/SL/3 | Drill competition P/PG/CS/3 | | Gradatim presentation L/LR/CL/3 | Nature con- servation L/LR/GS/3 | Negotiation skills L/LR/CL/3 | Draw weapons P/UL/OI/3 | | Weapon skills (R4 and 9mm) P/UL/OI/3 | | | Off-ship/ comm re- exam |
| We 29 Jul 98 | Draw weapons P/UL/OI/3 | | Movement P/TA/OI/3 | Rotation training: Table II shooting exercise 9 mm Pistol shooting Command and control skills Mapwork and navigation P/TA/CS&OI/3 | | | | | | | Movement and handing back of weapons P/UL/OI/3 | Leadership re-exam | |
| Th 30 Jul 98 | Routine | Unit parade | Ex Tow Truck | General mil knowledge | | | Unit sport parade P/SG/OC/3 | | | | Preparation for speech Gala eve- ning | Speech Gala eve- ning | |
| | | P/PG/OC/3 | P/LR/OI/3 | Peace support operations L/LR/GS/3 | Special Forces recruiting L/LR/GS/3 | | | | | | | | |
| Fr 31 Jul 98 | Routine | External visit and wine tasting | | | | | | | | | | | Routine |
| Sa 1 Aug 98 | Deployment drills P/UL/OI/3 | | | | | | Saturday routine | | | | | | |
| So 2 Aug 98 | Church parade P/OI/1 | | | | | | Sunday routine | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER:
 WEEK 12

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|----------------|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| Mo 3 Aug 98 | Gradatim P/TA/OI/6 | | | | | | | | | | | | |
| Tu 4 Aug 98 | Gradatim P/TA/OI/6 | | | | | | | | | | | | |
| We 5 Aug 98 | Gradatim P/TA/OI/6 | | | | | | | | | | | | |
| Th 6 Aug 98 | Gradatim P/TA/OI/6 | | | | | | | | | | | | |
| Fr 7 Aug 98 | Gradatim P/TA/OI/6 | | | | | | Demobilisation P/UL/CS/4 | | | | | | |
| Sa 8 Aug 98 | Weekend routine | | | | | | | | | | | | |

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JUNIOR TRAINING WING
 OFFICERS FORMATIVE COURSE 701 G19/9802
 BLOCK PROGRAMME
 DURATION: 19 MAY 1998 TO 13 AUGUST 1998
 COURSE LEADER: 1
 WEEK 13

| Date | Before hrs | 0715-0755 | 0800-0840 | 0845-0925 | 0930-1010 | 1030-1110 | 1115-1155 | 1245-1325 | 1330-1410 | 1415-1455 | 1500-1540 | 1545-1625 | After hours |
|-----------------|----------------|---|---|-----------|-----------|---------------------------------------|--|------------------------------------|-----------|-----------|---------------------------------|-----------|-------------------------|
| Mo 10 Aug 98 | Public holiday | | | | | | | | | | | | |
| Di 11 Aug 98 | Routine | Handing out of weapons P/PG/JJ/3 | Haircut and clearing out at QM P/UL/CS/3 | | | | Handing back of textbooks P/UL/CL/3 | Personal feedback D/LR/OI/3 | | | Course debrief D/LR/CL/3 | | Routine |
| Wo 12 Aug 98 | Routine | Haircut/Selection board/Preparation for Certificate ceremony D/LR/OC/3 & P/UL/OI/3 | | | | | | | | | | | Certificate ceremony |
| Do 13 Aug 98 | Routine | Unit parade P/PG/OC/3 | Clearing out at mess P/UL/CS & OI/3 | | | Payments of students P/LR/JJ/3 | | Closing address L/LR/CL/3 | RTU | | | | |

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H LEëR/103/2/1

CURRICULUM VIR DIE KURSUS : ALLE DIENSWAPEN
GEVEGSHANTERING VIR STAANDEMAG OFFISIËRE

GOEDGEKEUR DEUR

HOOF VAN DIE LEëR : LT GENL

OP AUGUSTUS 1995

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| C | : | Lys van Bronne | C-1 |
| D | : | Onderrigmetodes | D-1 |
| E | : | Evaluering | E-1 |
| F | : | Voorkursus Informasie | F-1 |
| G | : | Wenke vir Instrukteurs | G-1 |
| H | : | Affektiewe Doelwitte | H-1 |

WdP/AS/A:\A9-3-1-3B/AD9-5(WP)

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INLEIDING

1. Hierdie curriculum verleen magtigings aan die Suid-Afrikaanse Leër-gevegskool om hierdie voorgeskrewe opleiding aan te bied.
2. Gevegshantering vorm die basis waarop alle taktiek geskoei word en daarsonder kan die Bevelvoerder nie aan die vereistes wat aan hom gestel word, beantwoord nie.

TEIKENGROEP

3. Hierdie kursus word aangebied vir alle staande mag offisiere in die ranggroep kaptein/majoor in die Suid-Afrikaanse Leër wat reeds sy korpseie gevegshantering voltooi het. Die kursus vorm dus deel van die ontwikkelingskursusse in die Suid-Afrikaanse Leër.
4. Die kursus word ook aan die nie-statutêre magte tot en met die rang van Brigadier aangebied as oorbruggingsopleiding vanwaar 'n hegte basis vir toekomstige loopbaan verkry word.

KURSUSDOEL

5. Die doel van die kursus is om staandemag offisiere in die Suid-Afrikaanse Leër toe te rus met die nodige kennis, gesindhede en vaardighede om hulle instaat te stel om op te tree as 'n sub-eenheidsbevelvoerder of stafoffisier 2 tydens mobiele oorlogvoering.

OORKOEPELENDE DOELWITTE

6. Die suksesvolle voltooiing van die kursus wat op hierdie curriculum gebasseer is, sal die student daartoe instaat stel om :
 - a. Alle gevegshanteringsaspekte rakende korpse in die Suid-Afrikaanse Leër en Weermagsdele betrokke by geïntegreerde en gesamentlike mobiele oorlogvoering te ken in so 'n mate dat hulle dit op die laer taktiese vlak kan toepas.
 - b. Alle prosedures rakende die integrering van korpse in die Suid-Afrikaanse Leër en weermagsdele betrokke by geïntegreerde en gesamentlike mobiele oorlogvoering te kan toepas op die laer taktiese vlak.
 - c. In die geval van gevegsdeelnemers, as deel van 'n gebalanseerde geïntegreerde mag, 'n versterkte sub-eenheid te kan aanvoer.
 - d. In die geval van gevegsondersteuners, as deel van 'n gebalanseerde geïntegreerde mag, die geveg te ondersteun as 'n graad twee stafoffisier.

MODULE EEN : ALLE DIENSWAPENGEVEGSHANTERING

GEDETAILLEERDE DOELWITTE

Na afloop van die onderrig sal die student daartoe in staat wees om:

1. Infanterie

- a. Te sê dat die hoof funksie van die infanterie is om met die vyand slaags te raak en hom te dood en om grond te hou.
- b. Te noem hoe hierdie funksie bewerkstellig word.
- c. Die algemene eienskappe van die infanterie te noem.
- d. Die tipiese take van die infanterie te kan onderskei.
- e. Die organisasies van ondergenoemde eenhede diagrammaties voor te stel in detail tot op die laagste vlak :
 - i. Gemotoriseerde Infanterie Bataljon
 - ii. Gemeganiseerde Infanterie Bataljon
 - iii. Valskerm Bataljon
- f. Die wapens van bogenoemde eenhede te noem.
- g. Die voertuie van bogenoemde eenhede te noem.
- h. Te onderskei tussen die take van die sleutelpersoneel in die infanteriebataljon.
- i. Die kommunikasie in 'n infanteriebataljon te bespreek.
- j. Die volgende aspekte van die ondersteuningskompanie te noem:
 - i. Organisasie
 - ii. Take tydens die fases van oorlog
 - iii. Wapens
 - iv. Voertuie
- k. Die aanwendingsafstande van die volgende wapens te noem:
 - i. R4
 - ii. 7,62 LMG

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- iii. 40mm MGL
- iv. 60mm Mortier
- v. 20mm G2 Kanon
- vi. 81mm Mortier
- vii. Vuurpylrigters
- viii. Pirotegnieke
- ix. Ratel 12,7 Bevel
- x. Nuwe generasie tenkafweer missiel
- xi. 106mm tenkafweer kanon
- xii. 90mm kanon
- l. Die addisionele eienskappe van die gemeganiseerde infanterie te noem.
- m. Die beperkings van die gemeganiseerde infanterie te noem.
- n. Die take van gemeganiseerde infanterie te noem.
- o. Stellings van gemeganiseerde infanterie te bespreek onder die volgende hoofde :
 - i. Tipes stellings
 - ii. Tipes vuurstellings
 - iii. Vereistes van vuurstellings
 - iv. Vereistes van waarnemingstellings
- p. Die volgende ten opsigte van berede formasies te bespreek:
 - i. Vereistes vir taktiese beweging
 - ii. Oorwegings wat die keuses van formasies bepaal.
 - iii. Tipes formasies.
 - iv. Eienskappe van formasies.
 - v. Gebruik van formasis.
- q. Die bewegingstegnieke te bespreek.

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r. Die volgende gevegsdrils te bespreek :

- i. Kontakdril
- ii. Blindehoekdril.
- iii. Kruinoorstekingsdril.
- iv. Fopdril.
- v. Engtedril.
- vi. Speklatiewe vuur drill.
- vii. Mynopruimingsdril.
- viii. Stuit en onttrek.
- ix. Lugafweerderil.

s. Die volgende in terme van in- en uitstapdrils te noem:

- i. Omstandighede waaronder uitgestap moet word.
- ii. Plek waar uitgestap kan word.
- iii. Uitstapinstrukies.
- iv. Redes waarom bereide moet bly.

t. Die metodes waarop gemeganiseerde infanterie kan veg, te bespreek.

u. Te onderskei tussen 'n skuilplek, laer of 'n hawegebied.

v. Die vereistes van 'n laergebied te noem.

w. Die volgende rakende die valskerm infanterie te noem :

- i. Addisionele eienskappe.
- ii. Funksies.
- iii. Beperkings.
- iv. Vereistes vir 'n neerlatingsgebied.
- v. Omstandighede waaronder valskerm infanterie neergelaat kan word.

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2. Pantser

- a. Die organisasies van ondergenoemde eenhede diagrammaties voor te stel in detail tot op die laagste vlak :
 - i. Tenkregiment.
 - ii. Rooikatregiment.
 - iii. Verkenningsregiment (Eland 90).
 - iv. Tenkvervoerwa Eskadron.
- b. Die wapens van bogenoemde eenhede te noem.
- c. Die voertuie van bogenoemde eenhede te noem.
- d. Te onderskei tussen die take van die sleutelpersoneel in die pantserregiment.
- e. Die kommunikasie in die pantserregiment te bespreek.
- f. Te sê dat die primêre rol van tenks is, mobiele aggressiewe optrede om vyand pantser deur middel van vuur en beweging te stuit en vernietig.
- g. Te sê dat die primêre rol van die pantserkar is aggressiewe verkenning van terrein en vyand oor 'n wye frontbreedte en afstand.
- h. Te sê dat die primêre rol van die Rooikat is die uitvoer van hoë mobiliteitsoperasies met die doel om :
 - i. Vyandelike magte te verhoed om te konsentreer.
 - ii. Vyandelike kohesie te verbreek.
 - iii. Vyandelike logistieke installasies en verbindingslyne te vernietig.
 - iv. Vyandelike bevel en beheer sentra en installasies te vernietig.
 - v. Aanvalle op swakker vyandelike doelwitte.
- i. Te sê dat die primêre rol van die tenkvervoerwa eskadron is die vervoer van tenks oor lang afstande na die gevegsterrein.
- j. Om die sekondêre rolle van pantser te bespreek.

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- k. Die eienskappe van die volgende te onderskei :
- i. Eland 90.
 - ii. Rooikat.
 - iii. Tenk.
 - iv. Tenkvervoerwa.
- l. Die beperkings van die volgende te noem :
- i. Eland 90.
 - ii. Rooikat.
 - iii. Tenk.
 - iv. Tenkvervoerwa Eskadron.
- m. Die beginsels van aanwending van pantser te bespreek.
- n. Die take van die pantser te onderskei.
- o. Die begrip pantservernietigingsoperasies te bespreek.
- p. Die begrip pantserafweeroperasies te bespreek.
- q. Die volgende deur middel van 'n sandmodel te bespreek :
- i. Bewegingstegnieke.
 - ii. Formasies.
 - iii. Standaardbevele.
 - iv. Pantseraanval.
- r. Die aanwendingsafstande van die volgende wapens te noem :
- i. 90mm kanon.
 - ii. 76mm kanon.
 - iii. 105mm kanon.
 - iv. 7,62 Browning masjiengeweer.
 - v. ZT 3 missiel.

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3. Artillerie

- a. Te sê dat die doel van die Artillerie is om te verseker dat die gewenste taktiese uitwerking verkry word op die regte tyd en op die regte plek met die korrekte tipe en hoeveelheid ammunisie.
- b. Die organisasies van die ondergenoemde eenhede diagrammaties voor te stel in detail tot op die laagste vlak :
 - i. Ligte regiment.
 - ii. Medium regiment.
 - iii. Vuurpyl regiment.
 - iv. Gemeganiseerde regiment.
- c. Die uitrusting van bogenoemde eenhede te noem.
- d. Te onderskei tussen take van die sleutelpersoneel in die artillerieregiment.
- e. Die kommunikasie in die artillerieregiment te bespreek.
- f. Die funksies van die artillerie te bespreek.
- g. Die beginsels van aanwending te noem.
- h. Die komponente van artillerie te noem.
- i. Die uitwerking van artillerie vuur te bespreek.
- j. Die aanwending van artillerie te bespreek.
- k. Die bevel en beheer affiliasies van artillerie te noem en bespreek.
- l. Die werking van vuurplanne en taaktabelle te bespreek.
- m. Die vuurplanvereistes te noem.
- n. Die skerp- en stompkant ontplooiing te bespreek.
- o. Artillerie operasies te bespreek.
- p. Die aanwendings van die volgende geskut te noem :
 - i. 120mm Mortier.
 - ii. 127mm Valkiri.

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iii. 127mm Bateleur.

iv. 155mm G5.

v. 155mm G6.

4. Lugafweer

- a. Te sê dat die doel van lugverdediging is om 'n gegewe lugruim te beskerm teen vyandelike lugverkenning, -aanvalle en/of -transport operasies. Dit word bereik deur lugverdedigingswapens volgens hulle eienskappe aan te wend om vyandelike vliegtuie te vernietig/beskadig voordat die vyandelike lugpoging effektief uitgevoer kan word.
- b. Die organisasies van die ondergenoemde eenhede diagrammaties voor te stel in detail tot op die laagste vlak :
 - i. 35mm Lugafweerregiment.
 - ii. 23mm Lugafweerregiment.
 - iii. ~~20mm~~ Lugafweerregiment.
- c. Die voertuie van bogenoemde eenhede te noem.
- d. Die komponente van 'n Lugafweer verdedigingstelsel te noem.
- e. Te onderskei tussen aktiewe en passiewe lugverdediging.
- f. Die beginsels van lugverdediging te noem.
- g. Die lugafweer take tydens die fases van oorlogvoering te onderskei.
- h. Die lugverdedigingsones te noem.
- i. Beheerorders te bespreek.
- j. Lugaanvalswaarskuwingsorders te noem.
- k. Die beleid ten opsigte van Alle Dienswapen Lugafweer te bespreek.
- l. Die algemene eienskappe van Lugafweer te noem.
- m. Die aanwendingsafstande van die volgende wapens te noem :
 - i. 35mm Lugafweerkanon.
 - ii. 23mm Lugafweerkanon.

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iii. 20mm Lugafweerkanon.

- n. Die maatstawwe vir die klassifikasie van vliegtuie as vyandig, te noem.
- o. Die aanwending van lugafweer in die sekondêre rol te bespreek.

5. Genie

- a. Te sê dat die hoof funksie van die Genie is om ondersteuning van gevegsformasies in die gevegstrook en ondersteuning van administratiewe en logistieke eenhede in die verbindingstrook en basisgebiede te verskaf.
- b. Die sekondêre funksies van die genie te noem.
- c. Die beginsels van aanwending van genie te bespreek.
- d. Die organisasie van die veld eskadron diagrammaties voor te stel.
- e. Te kan onderskei tussen die volgende mynvelde :
 - i. Beskermingsmynveld.
 - ii. Verdedigingsmynveld.
 - iii. Spermynveld.
 - iv. Plaagmynveld.
 - v. Fopmynveld.
- f. Die klassifikasie van mynvelde te bespreek.
- g. Die merk van mynvelde te bespreek.
- h. Te weet wat die betekenis van die volgende terme is :
 - i. Digtheid van 'n mynveld.
 - ii. 'n Tros.
 - iii. 'n String.
 - iv. 'n Laan.
 - v. 'n Gaping.
- i. Die informasie wat benodig word vir genie beplanning, te noem.

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- j. Die volgende ten opsigte van hindernisse te bespreek :
- i. Mynveldkruisings.
 - ii. Waterhinderniskruisings.
- k. Die beplanningsdata van die volgende genie uitrusting te noem :
- i. Voertuig/Tenkmyne.
 - ii. Personeelmyne.
 - iii. Plofadder.
 - iv. Mobiele bruglê voertuig.
 - v. Vermoë van 'n veld troep ten opsigte van :
 - (1) Mynlê.
 - (2) Bresslaan.
 - (3) Veldverdedigingswerke.
 - (4) Hindernisse.
 - (5) Brugbouvermoë.
 - (6) Watervoorsiening.
- l. Die take van genie tydens die onderskeie fases van oorlog te noem.
- m. Die volgende ten opsigte van vernielings te bespreek :
- i. Voorlopige vernielings.
 - ii. Gereserveerde vernielings.
 - iii. Orders vir vernielings.
 - iv. Beskerming van vernielings.

6. Inligting

- a. Te sê dat gevegsinligting die basis vorm van 'n bevelvoerder se taktiese plan.
- b. Die inligtingsoffisier se aandeel tydens 'n geveg te bespreek.

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- c. Die volgende woordskrywings te definieer :
- i. Informasie.
 - ii. Inligting.
 - iii. Gevegsinformasie.
 - iv. Gevegsinligting.
 - v. Basiese inligting.
 - vi. Lopende inligting.
- d. Die maatstawwe waaraan gevegsinligting moet voldoen, te noem.
- e. Die inligtingskringloop diagrammaties voor te stel.
- f. Die inligtingskringloop te verduidelik aan die hand van die volgende :
- i. Doel van inligting.
 - ii. Beginsels van inligting.
 - iii. Die inligtingsprobleem.
 - iv. Insameling van inligting.
 - v. Werking van die insamelingsplan.
- g. Te onderskei tussen die soorte bronne en hanteerders.
- h. Die metodes en tegnieke vir die insameling van informasie te bespreek.
- i. Die volgende ten opsigte van verspreiding te bespreek :
- i. Aan wie dit versprei word.
 - ii. Beginsels van verspreiding.
 - iii. Metodes van verspreiding.
- j. Die belangrikheid van operasionele sekerheid tydens operasies te bespreek.
- k. Die take van die sekerheidsoffisier te noem.
- l. Te weet wat bedoel word met kommunikasie.

7. Sein

- a. Die organisasie van die seineenheid diagrammaties voor te stel.
- b. Die rolle van die seinkorps te noem.
- c. Die take van die seinkorps te noem.
- d. Die eienskappe van die seinkorps te noem.
- e. Die funksies van die seinkorps te noem.
- f. Elektroniese oorlogvoering te bespreek tydens mobiele oorlogvoering.
- g. Te sê dat 5 Sein Regiment verantwoordelik is vir elektroniese oorlogvoering in die Suid Afrikaanse Leër.
- h. Die werking van die telekommunikasiesentrum te bespreek.

8. Logistiek

- a. Die beginsels van logistieke steun te noem.
- b. Te onderskei tussen die volgende woordskrywings :
 - i. Onderhoud.
 - ii. Aanvulpunt.
 - iii. Gevegstrook.
 - iv. Brigade Administratiewe gebied.
 - v. Afleweringspunt.
 - vi. Eerste lyn transport.
 - vii. Tweede lyn transport.
 - viii. Reserwes.
 - ix. Eerste lyn.
 - x. Eerste lyn reserwe.
 - xi. Tweede lyn.
- c. Die faktore wat die ontwikkeling van 'n onderhoudstelsel beïnvloed, te noem.

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- d. Die ontwikkeling van die onderhoudstelsel te bespreek.
- e. Die samestelling van die onderhoudseenheid te bespreek.
- f. Die funksies van die onderhoudseenheid te noem.
- g. Die stelsel van voorsiening te bespreek.
- h. Die pligte en funksies van Hoofkwartiere te bespreek.

9. Tegniese Dienste

- a. Die organisasie van die Ligte Werksplaas Troep diagrammaties voor te stel.
- b. Die pligte van die Ligte Werkplaas troep bevelvoerder te noem.
- c. Te sê dat die doel van die Tegniese Diens Korps is om deurlopende tegniese steun te verleen ten einde die Suid Afrikaanse Leër se meganiese en elektriese uitrusting (uitgesluit dit funksioneel tot die seinformasie) operasioneel geskik te hou.
- d. Die take van die tegniese diens korps te noem.
- e. Die stelsel van herwinning te bespreek.
- f. Te onderskei tussen die klassifikasies van uitrusting verliese.
- g. Bevel en beheer ten opsigte van tegniese dienspersoneel te bespreek.

10. Personeel

- a. Die ontplooiing van die PIK te bespreek.
- b. Die doel en funksies van die PIK te noem.
- c. Die spesifieke beheeraspekte van die PIK te noem.
- d. Die fases van mobilisasie te noem.
- e. Die doel van die eenheidspersoneelorganisasie te noem.
- f. Die funksies van die eenheidspersoneelorganisasie te noem.
- h. Die werking van die Pers Ops kantoor te bespreek.
- i. Die volgende state en opgawes te bespreek :
 - i. Sterktestaat.

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- ii. Personeelrapport (PERSRAP).
- iii. Personeelverlies (NOTICAS).

11. Provoos

- a. Die organisasie van Provoos tot op sub-eenheidsvlak diagrammaties voor te stel.
- b. Bevel en beheer te bespreek.
- c. Die take van Provoos tydens die fases van oorlog te noem.
- d. Die primêre en sekondêre funksies van Provoos tydens die fases van oorlog te noem.
- e. Die aanwending van Provoos tydens hindernisoperasies te bespreek.
- f. Die volgende tekens te vertolk :
 - i. Inligtingstekens.
 - ii. Rigtingskywe.
- g. Te onderskei tussen die volgende poste :
 - i. Verkeersposte.
 - ii. Verkeerswagte.
 - iii. Informasieposte.
- h. Die aanwending van die volgende ontplooiingsgroepe te bespreek :
 - i. Verkenningspan.
 - ii. Roetemerksan.
 - iii. Agterspan.
- i. Die funksies van Provoos met betrekking tot die volgende aspekte te noem :
 - i. Krygsgevangenes.
 - ii. Drosters.
 - iii. Afdwalers.
 - iv. Afwesiges.

12. Lugmag

- a. Te sê wat die doel van die Suid-Afrikaanse Lugmag is.
- b. Die doelwitte van die Suid-Afrikaanse Lugmag te noem.
- c. Die funksies van die Suid-Afrikaanse Lugmag te bespreek met die klem op taktiese lugsteun van die landgeveg.
- d. Die Bevel- en beheerstelsel te bespreek vanaf die Lugmagbevelspos tot by die Voorste Lugbeheerder/Lugskakeloffisier.
- e. Die samestelling van die MLOS te noem.
- f. Die werking van die MLOS te bespreek.
- g. Die prosedures met betrekking tot die aanwending van vliegtuie te bespreek.
- h. Die beplanningsdata van die volgende vliegtuie te noem :
 - i. Vegters.
 - ii. Transportvliegtuie.
 - iii. Helikopters.
- i. Betreffende vegvliegtuie die volgende te noem :
 - i. Tipes wapens.
 - ii. Watter teikens met watter wapens aangeval word.
 - iii. Die rol van die voorste Lugbeheerder.
 - iv. Beperkings verbonde aan vegtersoperasies.
- j. Betreffende transportvliegtuie die volgende te noem :
 - i. Die vragdravermoë.
 - ii. Beperkings verbonde aan transportoperasies.
- k. Betreffende helikopters die volgende te noem :
 - i. Vermoëns.
 - ii. Beperkings verbonde aan helikopter operasies gedurende die dag en nag.

13. Medies

- a. Die organisasie van die Mediese Bataljon deur middel van organigram te bespreek.
- b. Die toekenning van personeel van Mediese Bataljon tot op seksievlak te bespreek.
- c. Die toekenning van voertuie van Mediese Bataljon tot op seksievlak te noem.
- d. Die funksies van die Mediese Bataljon te noem.
- e. Die toekenning van Suid-Afrikaanse Geneeskundige Dienste magte ter ondersteuning van vegmagte soos uiteengesit in die Suid-Afrikaanse Geneeskundige Dienste, Doktrines te bespreek.
- f. Die funksies van elke vleuel van die Mediese Bataljon te bespreek.
- g. Die rol van elke vleuel van die Mediese Bataljon te noem.
- h. Die aanwending van elke vleuel van die Mediese Bataljon te bespreek.
- i. Die volgende terme te definieer :
 - i. Mediese steun.
 - ii. Mediese dekking.
 - iii. Ekstraksie.
 - iv. Makkerhulp.
 - v. Noodhulp.
 - vi. Resussituasie.
 - vii. Chirurgie.
 - viii. Mediese Bataljon.
 - ix. Verpleegpos - B Echelon.
 - x. Chirurgiese pos.
 - xi. Mediese pos.
 - xii. Resussituasiepos.

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- j. Die afvoer van personeelverlies tydens mobiele oorlogvoering te verduidelik.
- k. Die afvoer van personeelverliese tydens insurgensie oorlogvoering en voorsprong operasies te bespreek.
- l. Die dokumentasie van personeel verlies vanaf plek van verwonding, besering of siekte tot by basishospitaal te bespreek.
- m. Die hantering van die volgende ten opsigte van 'n personeel verlies te bespreek :
 - i. Die hantering van persoonlike uitrusting.
 - ii. Die hantering van militêre uitrusting.
- n. Die volgende te definieer :
 - i. Verliese
 - ii. Gevegsverlies
 - iii. Gevegsongeluk.
 - iv. Prioriteit 1 Gevegsverlies.
 - v. Prioriteit 2 Gevegsverlies.
 - vi. Prioriteit 3 Gevegsverlies.
- o. Die ontplooiingsvereistes van die Mediese Bataljon te bespreek.

WdP/AS/A:\A9-3-1-3B/AD9-5(WP)

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A-1

AANHANGSEL A BY
MODULE 1
AD GEVEGSHANTERINGSKURSUS
DD AUGUSTUS 1995

LYS VAN BRONNE

1. SA Leër, 1985, Infanterie Operasies Deel 1 en 2.
2. SA Leër, 1985, Pantser Operasies.
3. SA Leër, 1994, Gevegshantering van die SAA, Volume 1, Pamflet 1.
4. SA Leër, 1985, Gevegshantering van die LA Regiment.
5. SA Leër, 1986, Veldgenie in Operasies.
6. SA L Geveg S, 1994, Inligting Gevegshantering Precies.
7. SA L Geveg S, 1994, Sein gevegshantering Precies.
8. SA Leër, 19, Onderhoudseenhede te veld.
9. SA Leër, 1988, Gevegshantering van die TDK.
10. SA Leër, 1994, Personeel Gevegshantering.
11. SA Leër, 1985, Provoos te velde.
12. SA L Geveg S, 1995, SALM Gevegshantering.
13. SA L Geveg S, 1995, Medies Gevegshantering.
14. SA Leër, 1969, Map Simbols.
15. SA Leër, 1995, Veggroep Konvensionele Operasies.
16. SA Leër, 1986, Antisa.
17. SA Leër, 1991, Antisa Suplementry.
18. SA Leër, 1992, Veiligheid Pamflet 1.
19. SA Leër, 1989, Veiligheid Pamflet 8.
20. SA Leër Kollege, 1995, Taktiese Waardering op die Laer Taktiese Vlak.

BEPERK

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING

DURATION : 03 - 09 Aug 98

COURSE NUMBER : 701 ABS 34 9803

WEEK 1 :

[illegible]

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING
DURATION : 10- 16 May 1998

COURSE NUMBER : 701 ABS 34 9803
WEEK 2 :

[illegible]

COURSE NAME : AA BATTLE HANDLING
DURATION : 17 -23 Aug 1998

WEEK 3 :

| Day | 07:30-08:05 | 08:10-08:45 | 08:50- 09:25 | 09:30-10:05 | 10:30-11:05 | 11:10-11:45 | 11:50-12:25 | 13:15-13:50 | 13:55-14:30 | 14:35-15:10 | 15:15-15:50 | 15:55-16:10 | after hours |
|------------------|--|--|--|--|---|---|---|-------------|--|---|-------------|--|-------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m | n |
| Mo 17 Aug 98 | Armour Evaluation WJS/W/AE/B | | | Artillery Battle Handling | | | | | | | | Admin | |
| | | | | Mechanic (Practical). JB/D/AE/TA | | | | | | | | | |
| Tue 18 Aug 98 | Artillery Evaluation JB/W/AE/B | | | Echelons CO/T/AE/B | | Command and Control WJS/T/AE/B | | | Handling in and discussion of Ex "Wat's DIC" AN"/AE/B | | | Admin | |
| We 19 Aug 98 | Echelon Evaluation CO/W/AE/ B | Signal Training | | | Cpln Period CHPLN/T/ AE/8 SIG GP | Vehicle Signal Installations JVZ/P/AE/8 SIG GP | | | AFV Standing Orders JVZ/T/AE/B | | Admin | | |
| | | Gp 1 : Det 170 Gp 2 : B46/C21 Gp 3 : Har 500 | Gp 1 : Har 500 Gp 2 : DET 170 Gp 3 : B46/C21 | Gp 1 : B46/C21 Gp 2 : Har 500 Gp 3 : DET 170 | | | | | | | | | |
| Thu 20 Aug 98 | Standard Radio Commands WJS/T,P/AE/SM | | | | | | Operational Staff Procedure JVZ/T/AE/B | | | Preparations on Vehicles S/P/8 DMU | | | |
| Fry 21 Aug 98 | Operational Staff Procedure | | | | | | | | | | | Preparation of Unit Area 5 Handing out of Ex "Offensive/Defensive" | |
| | Preparations of Vehicles S/P/8 DMU | | Ex " Kaktusdoring" JVZ/P/AE/8DMU | | | | | | | OC Training Gp KS/T/AE/ UA5 | | | |
| Sa 22 Aug 98 | Saturday Routine | | | | | | | | | | | | |
| So 23 Aug 98 | Sunday Routine | | | | | | | | | | | | |

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING

DURATION : 24-30 Aug 1998

COURSE NUMBER : 701 ABS 34 9803

WEEK 4

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DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING
DURATION : 31 Aug - 6 Sep'98

COURSE NUMBER : 701 ABS 34 9803
WEEK 5 :

| Day | 07:30-08:05 | 08:10-08:45 | 08:50- 09:25 | 09:30-10:05 | 10:30-11:05 | 11:10-11:45 | 11:50-12:25 | 13:15-13:50 | 13:55-14:30 | 14:35-15:10 | 15:15-15:50 | 15:55-16:10 | after hours |
|------------------|---|--|---------------------|-------------|--------------------------------------|--|-------------|--|---|-------------------------------------|---|-------------------------------------|--|
| a | b | c | d | e | f | g | h | i | j | k | l | m | n |
| Mo 31 Aug 98 | Phases of War : The Defence AW/T,P/AE/UA5 | | | | | | | | | | | | |
| | i. Outlay of sec Zone ii. Outlay of Main Defensive Positions | | | | | | | | | FFD Advance AN/T,P/AE/ UA5 | Battlefield Dynamics of OF Action in Sec Zone / FFD Advance | | |
| Tue 01 Sep 98 | Phases of War : Defence AW/T,P/AE/UA5 | | | | | | | | | | | | |
| | FFD Attack AN/TP/AE/ UA5 | Battle Field Dynamics of OF Defence/ FFD Attack | i. Retro operations | | | | | | | | | FFD Pursuit AN/TP/AE/U A5 | Preparation of vehicles |
| We 02 Sep 98 | Evaluation Std Mech Commands INSTR/P/AE/SM | | | | Cpln Periode CHPLN/T/A E/B | Evaluation Std Mech Commands INSTR/P/AE/SM | | Movement to Trg Area AW/P/TA | Phases of War : The Defence AW/P/TA | | | | |
| | | | | | | | | | i. Reconnaissance of Defensive Pos ii. Preparation and Issuing of orders | | | | Taking in of Defensive Positions |
| Thu 03 Sep 98 | Phases of War : The Defence AW/P/TA | | | | | | | Payment of S & T and daily allowances | Demobilisation S/P/S19 | Leaving on long weekend | | | |
| | i. Discussion of Defensive Positions ii. Retro | | | | | | | | | | | | |
| Fry 04 Sep 98 | Long weekend | | | | | | | | | | | | |
| Sa 05 Sep 98 | Long weekend | | | | | | | | | | | | |
| So 06 Sep 98 | Long weekend | | | | | | | | | | | | |

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING
DURATION : 07 -13 Sep 1998

COURSE NUMBER : 701 ABS 34 9803
WEEK 6 :

| Day | 07:30-08:05 | 08:10-08:45 | 08:50- 09:25 | 09:30-10:05 | 10:30-11:05 | 11:10-11:45 | 11:50-12:25 | 13:15-13:50 | 13:55-14:30 | 14:30-15:10 | 15:15-15:50 | 15:55-16:10 | after hours | |
|------------------|---|---------------------|--------------|-------------|--|--------------------------------------|--|---------------------------------------|---|-------------|-------------|--|-------------|---------------------------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m | n | |
| Mo 07 Sep 98 | Long weekend | | | | | | | | | | | | | |
| Tue 08 Sep 98 | Admin | Safety JB/T/AE/B | | | | | | | | | | | | |
| We 09 Sep 98 | Defensive evaluation AW/W/AE/B | | | | Cpln Period CHPLN/T/A E/B | OC Trg Cp Period KS/T/AE/B | FFD Summary AN/T/AE/B | | Battle Procedures JVZ/T/AE/B | | | | | |
| Thu 10 Sep 98 | Orders and Illustrated Orders JVZ/T/AE/B | | | | | | | Verbal Orders Demo JVZ/T/AE/SM | | | | Preparation of Time & Map / WO (Students) | | |
| Fry 11 Sep 98 | Safety Evaluation JB/W/AE/B | | | | Battle Procedures Evaluation JVZ/W/AE/B | | Discussion of Time and Map Appreciation INSTR/SL/AE/SM | | EX BLITS Lecture : PS Model Phase 1 AW/T/AE/UA5 | | | | | Execution of Phase 1 S/P/UA5 |
| Sa 12 Sep 98 | Re - Evaluations JVZ/W/AE/B | | | | | | | | | | | | | |
| So 13 Sep 98 | Sunday Routine | | | | | | | | | | | | | |

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING
DURATION : 14 - 20 Sep 1998

COURSE NUMBER : 701 ABS 34 9803
WEEK 7 :

| Day | 07:30-08:05 | 08:10-08:45 | 08:50- 09:25 | 09:30-10:05 | 10:30-11:05 | 11:10-11:45 | 11:50-12:25 | 13:15-13:50 | 13:55-14:30 | 14:31-15:10 | 15:15-15:50 | 15:55-16:10 | after hours |
|------------------|---|-------------|--------------|-------------|--|----------------------------------|--------------------------------------|---|-------------|---|-------------|-------------|-------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m | n |
| Mo 14 Juen 98 | Ex Blitz | | | | | | | | | | | | |
| | Presentation Phase 1 INSTR/SL/AE/UA5 | | | | | | | Lecture Phase 2 AW/T/AE/UA5 | | Execution of Phase 2 (Students) | | | |
| Tue 15 Sep 98 | Ex Blitz | | | | | | | | | | | | |
| | Presentation of Phase 2.1 INSTR/SL/AE/UA5 | | | | Lecture Phase 2.2 AW/T/AE/UA5 | | | Execution Phase 2.2 (Students) | | | | | |
| We 16 Sep 98 | Ex Blitz | | | | | | | | | | | | |
| | Presentation Phase 2.2 INSTR/SL/AE/UA5 | | | | Chaplain's Period CHPLN/T/A E/UA5 | Lecture Phase 3.1 AW/T/AE/UA5 | | Execution Phase 3.1 (Students) | | | | | |
| Thu 17 Sep 98 | Ex Blitz | | | | | | | | | | | | |
| | Presentation of Target Analysis INSTR/SL/AE/UA5 | | | | | | | Lecture Objective analysis AW/T/AE/UA5 | | Execution of Objective analysis (Students) | | | |
| Fry 18 Sep 98 | Ex Blitz | | | | | | | | | | | | |
| | Presentation of Objective Analysis INSTR/SL/AE/UA5 | | | | Lecture Phase 3.2 Decision AW/T/AE/UA5 | | OC Training Gp KS/T/AE/ UA5 | Execution of Options (Students) | | | | | |
| Sa 19 Sep 98 | Saturday Routine | | | | | | | | | | | | |
| So 20 Sep 98 | Sunday Routine | | | | | | | | | | | | |

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING
DURATION : 21 Sep 1998 - 27 Sep 98

COURSE NUMBER : 701 ABS 34 9803
WEEK 8 :

| Day | 07:30-08:05 | 08:10-08:45 | 08:50- 09:25 | 09:30-10:05 | 10:30-11:05 | 11:10-11:45 | 11:50-12:25 | 13:15-13:50 | 13:55-14:30 | 14:35-15:10 | 15:15-15:50 | 15:55-16:10 | after hours |
|------------------|---|-------------|--------------|-------------|-----------------------------|-------------|---|--|-------------|-------------|-------------|-------------|---|
| a | b | c | d | e | f | g | h | i | j | k | l | m | n |
| Mo 21 Sep 98 | Ex Blits | | | | | | | | | | | | |
| | Presentation of Options and Staff Tests AW/T/AE/UA5 | | | | | | | Consideration of Battle Plan (Students) | | | | | |
| Tue 22 Sep 98 | Ex Blits | | | | | | | | | | | | |
| | Presentation of Battle Plan INSTR/SL/AE/UA5 | | | | | | | Preparation of Verbal Orders (Students) | | | | | |
| We 23 Sep 98 | Ex Blits | | | | | | | | | | | | |
| | Presentation of Verbal Orders and Illustrated orders (Evaluation) INSTR/SL/AE/UA5,SM | | | | | | | | | | | | |
| Thu 24 Sep 98 | Ex Blits | | | | FFD Evaluation AN/W/AE/B | | Ex Tierkop | | | | | | Execution of Advance Appreciation |
| | Presentation of Verbal and Illustrated Orders (Evaluation) INSTR/SL/AE/UA5,SM | | | | | | Quick Attacks and Advance Appreciation Theory WJS/T,D/AE/B, SM | | | | | | |
| Fry 25 Sep 98 | Ex Tierkop | | | | | | | | | | | | |
| | Execution of Advance Appriciations and Bridge crossing Operation S/P/ROOMS | | | | | | | | | | | | |
| Sa 26 Sep 98 | Saturday Routine | | | | | | | | | | | | |
| So 27 Sep 98 | Sunday Routine | | | | | | | | | | | | |

COURSE NAME : AA BATTLE HANDLING
DURATION : 06 - 12 Sep 1998

WEEK 9 :

| Day | 07:30-08:05 | 08:10-08:45 | 08:50-09:25 | 09:30-10:05 | 10:30-11:05 | 11:10-11:45 | 11:50-12:25 | 13:15-13:50 | 13:55-14:30 | 14:35-15:10 | 15:15-15:50 | 15:55-16:10 | after hours |
|------------------|---|-------------|---|-------------|-------------|-------------|-------------|-------------|-------------|----------------|-------------|--|-------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m | n |
| Mo 28 Sep 98 | Ex Tierkop | | | | | | | | | | | | |
| | Movement to Kopsdoorn | | i. Sand Models ii. Quick Attacks (Dry) | | | | | | | | | Taking in of Closed Lager | |
| Tue 29 Sep 98 | Ex Tierkop | | | | | | | | | | | | |
| | i. Sand Models ii. Quick Attacks (Dry) | | | | | | | | | | | Column Night Attack (Dry) | |
| We 30 Sep 98 | Ex Tierkop | | | | | | | | | | | | |
| | i. Quick Attacks | | | | | | | | | | | | |
| Thu 01 Oct 98 | Ex Tierkop | | | | | | | | | | | | |
| | i. Quick Attacks | | | | | | | | | | | Bridge Crossing Operation (Live) | |
| Fri 02 Oct 98 | Ex Tierkop | | | | | | | | | | | | |
| | i. Quick Attacks | | | | | | | | | Demobilization | | | |
| Sa 03 Oct 98 | Saturday Routine | | | | | | | | | | | | |
| So 04 Oct 98 | Sunday Routine | | | | | | | | | | | | |

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING
DURATION : 05 - 11 Oct 1998

COURSE NUMBER : 701 ABS 34 9803
WEEK 10 :

| Day | 07:30-08:05 | 08:10-08:45 | 08:50- 09:25 | 09:30-10:05 | 10:30-11:05 | 11:10-11:45 | 11:50-12:25 | 13:15-13:50 | 13:55-14:30 | 14:35-15:10 | 15:15-15:50 | 15:55-16:10 | after hours |
|------------------|---|-------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m | n |
| Mo 05 Oct 98 | <p>Ex Tierkop INSTR/SL/AE/B</p> | | | | | | | | | | | | |
| | <p>i. Radio Orders Evaluation ii. Signal Evaluation</p> | | | | | | | | | | | | |
| Tue 06 Oct 98 | <p>Ex Bib JVZ/P/AE/B</p> | | | | | | | | | | | | |
| | <p>i. Handing out of Narrative ii. Preparation for Ex Bib iii. Re-evaluations</p> | | | | | | | | | | | | |
| We 07 Oct 98 | <p>Ex Bib JVZ/SL/AE/B</p> | | | | | | | | | | | | |
| | <p>Presentations</p> | | | | | | | | | | | | |
| Thu 08 Oct 98 | <p>Payment of Daily allowances and S&T</p> | | <p>Students leave on long week-end Verbal ordes re-evaluation</p> | | | | | | | | | | |
| Fry 09 Oct 98 | <p>Long Week-end</p> | | | | | | | | | | | | |
| Sa 10 Oct 98 | <p>Long Week-end</p> | | | | | | | | | | | | |
| So 11 Oct 98 | <p>Long Week-end</p> | | | | | | | | | | | | |

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING
DURATION : 12 - 18 OCT 98

COURSE NUMBER : 701 ABS 34 9803
WEEK : 11 (ELEVEN)

| Day | 0730-0750 | 0750-0830 | 0835-0915 | 0920-1000 | 1020-1100 | 1105-1145 | 1150-1220 | 1315-1355 | 1400-1440 | 1445-1525 | 1530-1610 | After Hours |
|------------------|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m |
| Mo 12 Oct 98 | LONG WEEKEND | | | | | | | | | | | |
| Tue 13 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| We 14 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Thu 15 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Fri 16 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Sa 17 Oct 98 | EX SWEEPSLAG 2/98 | | | | | | | | | | | |
| Su 18 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |

DAILY PROGRAMME

COURSE NAME : AA BATTLE HANDLING

DURATION : 19 - 25 Oct 98

COURSE NUMBER : 701 ABS 34 9803

WEEK : 12 (TWELVE)

| Day | 0730-0750 | 0750-0830 | 0835-0915 | 0920-1000 | 1020-1100 | 1105-1145 | 1150-1220 | 1315-1355 | 1400-1440 | 1445-1525 | 1530-1610 | After Hours |
|------------------|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m |
| Mo 19 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Tue 20 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| We 21 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Thu 22 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Fri 23 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Sa 24 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Su 25 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |

DAILY PROGRAMME
COURSE NAME : AA BATTLE HANDLING
COURSE NUMBER : 701 ABS 34 9803
DURATION : 26 OCT- 30 OCT 98
WEEK : 13 (THIRTEEN)

| Day | 0730-0750 | 0750-0830 | 0835-0915 | 0920-1000 | 1020-1100 | 1105-1145 | 1150-1220 | 1315-1355 | 1400-1440 | 1445-1525 | 1530-1610 | After Hours |
|------------------|---------------------------------------|---|---|-------------------------|--|-----------------------|-----------|-----------|-----------|-----------|-----------|---------------------|
| a | b | c | d | e | f | g | h | i | j | k | l | m |
| Mo 26 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Tue 27 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| We 28 Oct 98 | EX SWEEPSLAG 3/98 | | | | | | | | | | | |
| Thu 29 Oct 98 | Admin | | Course Debriefing | | Ex "Five Roses"/ Handing Back of Equipment | | | | | | | Course End Function |
| Fri 30 Oct 98 | Admin/ Handing back of Rooms | Presentation of Course Debriefing | Rehearsal of Certificate Ceremony | Certificate Ceremony | Function | Departure of Students | | | | | | |

CHAPTER 6 BIBLIOGRAPHY

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APPENDIX K

MANAGEMENT FUNCTIONS AND SKILLS – A COMPARISON OF RESULTS

